CA4 ON HBL V89 A35
November 16, 1990

URBAN MUNICIPAL COLLECTION

AGENDAS/MINUTES OF THE MEETINGS OF THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES, INC. BOARD OF DIRECTORS

CA4 ON HBL V89 A35
1990
URBAN MUNICIPAL

Hamilton
Entertainment
and Convention
Facilities Inc.

URBAN MUNICIPAL
JAN 17 1991
GOVERNMENT DOCUMENTS

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, November 16, 1990
8:00 A.M.
HAMILTON PLACE
Board Room

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. **Opening Remarks**

2. **Correspondence** — Attachment 2

   2.1 November 2, 1990 Memorandum from City Clerk
   2.2 October 8, 1990 Correspondence from Mr. A. Kay, 29th Annual Conference of Metallurgists

3. **Regular Minutes of October 19, 1990** — Attachment 3

   3.1 Errors or Omissions
   3.2 Motion to Approve

4. **Business Arising From the Minutes**

5. **Committee Reports/Minutes**

   5.1 Finance and Administration Seventh Report — Attachment 5.1
   5.1.1 Finance and Administration Committee Minutes of October 10, 1990 — Attachment 5.1.1

5.2	Operations Committee Fifth Report	Attachment 5.2
5.2.1	Operations Committee Minutes of September 26, 1990	Attachment 5.2.1
5.3	Marketing and Sales Committee Fifth Report	Attachment 5.3
5.3.1	Marketing and Sales Committee Minutes of September 28, 1990	Attachment 5.3.1
5.4	Hamilton Place Task Force Fifth, Sixth, Seventh, Eighth, Ninth Reports	Attachment 5.4

6. **New Business**

7. **Other Business**

8. **Date of Next Meeting**

December 21, 1990
8:00 A.M.
HAMILTON CONVENTION CENTRE, Room 314

9. **Adjournment**

November 12, 1990
Patricia Bennett
Secretary to the Board of Directors

OUTSTANDING BUSINESS

(i) Amalgamation of Arena\Trade Centre Foundation and Hamilton Place Foundation

2. Correspondence

2.1 November 2, 1990 Memorandum from City Clerk
2.2 October 8, 1990 Correspondence from Mr. A. Kay, 29th Annual Conference of Metallurgists

H.E.C.F.I.

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

****

TO: ALL COMMITTEE SECRETARIES

YOUR FILE:

FROM: K. E. Avery
City Clerk

OUR FILE:

PHONE: 546-3994

SUBJECT: **VACANCIES ON CITY COMMITTEES/ LOCAL BOARDS**

DATE: 1990 November 2

As you may be aware, City Council passed a resolution to undertake strategies to improve the representation of visible minorities on Citizen Committees, Boards and Commissions of the City of Hamilton.

In an effort to inform as many interested citizens as possible, notices of vacancies on Citizen Committees, Boards and Commissions will be circularized to all City Committees with citizen member representation.

Please bring the attached Public Notice to the attention of your Committee, Local Board or Commission.

City of Hamilton

Notice to Citizens

Public Notice

The Corporation of the City of Hamilton will be considering the appointment of citizen members to the following Committees/Local Boards:

Hamilton Civic Hospitals Board of Directors
Hamilton Entertainment and Convention Facilities Inc.
Hamilton Historical Board
Hamilton Housing Company Ltd.
Hamilton Hydro Electric Commission
Keep Hamilton Clean Committee
*Property Standards Committee

*NOTE: Applicants for the Property Standards Committee shall be ratepayers of the City of Hamilton.

Any citizens wishing to be considered for appointment to these Committees/Boards, are requested to forward a resumé of qualifications and reasons for wishing to serve, to Mr. K.E. Avery, City Clerk, City Hall, 71 Main Street West, L8N 3T4, no later than **Monday, 1990 November 26.**

City Council wishes to ensure that its Committees, Boards and Commissions reflect the diverse nature of Hamilton's population and encourages all residents to consider this opportunity. Applications from women, persons with disabilities, native persons, and racial and ethnic minorities are especially encouraged.

City Hall
Hamilton, Ontario

K.E. Avery
City Clerk

cc. City Clerk for Council Members)
Regional Clerk)from Mayor Morrow, Oct. 30, 90
Mr. Saad Ghanem, Dir. - Econ. Development)
Mr. Gabe Macaluso, Man. Dir. H.E.C.F.I.)
)

OCT 15 1990

CIM

29th ANNUAL CONFERENCE OF METALLURGISTS

Hamilton, Ontario, Canada
August 26-30, 1990

GENERAL ORGANIZING CHAIRMAN:
Dr. D.A.R. Kay
McMaster University
(416) 525-9140, Ext. 4975
FAX: (416) 546-1511

REGISTRATION:
Mrs. E.A. Thomas
McMaster University
(416) 525-9140, Ext. 4975
FAX: (416) 546-1511

TECHNICAL PROGRAM:
Dr. G.A. Irons
McMaster University
(416) 525-9140, Ext. 4974

POSTER SESSION:
Dr. A. Petric
McMaster University
(416) 525-9140, Ext. 7242

WORKSHOPS/SHORT COURSES:
Mrs. O. Delvecchio
Stelco Inc.
(416) 528-2511, Ext. 4262

INDUSTRIAL TOURS:
Mr. D.H. Samson
Dofasco Inc. (416) 681-7781
Mr. K. Canfor
Dofasco Inc. (416) 548-4109

TECHNICAL SERVICES:
Mr. M. Van Ousten
McMaster University
(416) 525-9140, Ext. 4988

ARRANGEMENTS:
Mrs. M. Cooper
McMaster University
(416) 525-9140, Ext. 4288

COMPANIONS' PROGRAM:
Mrs. C. Towers
Dofasco Inc.
(416) 544-3761, Ext. 3343

CONFERENCE TREASURER:
Mrs. M.A. Hazlewood
McMaster University
(416) 525-9140, Ext. 3097

INDUSTRIAL EXHIBITS:
Mr. J. Gaydos
CIM Secretariat
(514) 939-2710
FAX: (514) 939-2714

METSOC TREASURER:
Dr. J.I. Dickson
École Polytechnique
(514) 340-4963

METSOC SECRETARY:
Dr. J.A. Cameron
Queen's University
(613) 545-2758

His Worship Mayor Robert Morro
City Hall
71 Main Street W.
Hamilton, Ontario
L8P 1H4

October 8, 1990

Dear Mr. Mayor:

On behalf of the Metallurgical Society of the Canadian Institute of Mining and Metallurgy, I should like to thank you for welcoming delegates of the 29th Annual Conference of Metallurgists to Hamilton at the Delegates' Luncheon on Monday, August 27, 1990.

Almost half of over 750 delegates came from over 33 different countries and your welcome was greatly appreciated.

The Conference was enjoyed by all, and even native Hamiltonians expressed some surprise at the variety of activities that the Hamilton Region had to offer! This was particularly true of participants in the Companions' and Family Program who were able to enjoy more of the local activities than the delegates attending the Technical Sessions.

As Chairman of the Conference Organizing Committee I was particularly impressed with the cooperation and help we received in putting the Conference in place and I shall recommend Hamilton as a conference site, without reservation, to other organizations.

Kind regards.

Alan Kay

D. Alan R. Kay,
President,
Metallurgical Society of CIM

3. **Regular Minutes of October 19, 1990**

3.1 Errors or Omissions
3.2 Motion to Approve

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, October 19, 1990
8:00 a.m.
HAMILTON PLACE BOARD ROOM

REGULAR MINUTES

PRESENT:
Alderman J. Gallagher, Chairman
Mr. F. DeNardis, First Vice-Chairman
Alderman D. Agostino, Second Vice-Chairman
Mayor R. Morrow
Alderman T. Murray
Alderman W. McCulloch
Alderman H. Merling
Alderman T. Jackson
Alderman D. Drury
Mrs. M. Dow
Mr. G. Kay
Mr. W. Tidball
Ms. A. VanDuzer
Mr. A. DiIanni
Mr. M. Ryder
Mr. N. Levitt

ALSO PRESENT:
Mr. G. Macaluso
Mr. B. Snetsinger
Mr. J. Leuser
Mr. J. Crane
Mr. R. Ellison
Mr. S. Dockman

REGRETS:
Mayor R. Morrow
Mr. W. McFarland

1. Opening Remarks

The Chairman called the meeting to order at 8:15 a.m.

2. Correspondence

2.1 September 21, 1990 Memorandum from Mr. R. Hooker to Alderman G. Copps

MOVED by Mr. Ryder, seconded by Mr. DeNardis that

MR. R. HOOKER'S SEPTEMBER 21ST, 1990 MEMORANDUM ADDRESSED TO ALDERMAN G. COPPS REGARDING H.E.C.F.I. BE RECEIVED.

MOTION CARRIED.

3. Regular Minutes of September 21, 1990

MOVED by Mr. Ryder, seconded by Mrs. Dow that

THE REGULAR MINUTES OF SEPTEMBER 21, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

Nil

5. Committee Reports/Minutes

5.1 Finance and Administration Committee Sixth Report

MOVED by Mr. DeNardis, seconded by Mr. Tidball that

THE FINANCE AND ADMINISTRATION COMMITTEE SIXTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

Special Events Subsidy Fund : Silver Fox Basketball Tournament

THAT H.E.C.F.I. APPROVE A GRANT OF $11,000. FROM THE SPECIAL EVENTS SUBSIDY FUND FOR THE PURPOSE OF RENTING COPPS COLISEUM, INCLUDING THE INSTALLATION OF THE BASKETBALL COURT, ON SATURDAY, JANUARY 19, 1991; and

THAT THE FOREGOING BE SUBJECT TO FUNDING FOR THE H.E.C.F.I. SPECIAL EVENTS SUBSIDY FUND FOR 1991 BEING APPROVED BY CITY COUNCIL AS PART OF THE 1991 CURRENT BUDGET PROCESS.

Special Events Subsidy Fund : Winterfest 1991

THAT THE MINIMUM BASIC BUILDING FEE OF $7,500. PER DAY FOR THE USE OF COPPS COLISEUM BY THE CULTURE AND RECREATION DEPARTMENT OF THE CITY OF HAMILTON FOR "WINTERFEST 1991", JANUARY 26, 1991, BE FINANCED BY THE H.E.C.F.I. SPECIAL EVENTS SUBSIDY FUND; and

THAT THE FOREGOING BE SUBJECT TO FUNDING FOR THE H.E.C.F.I. SPECIAL EVENTS SUBSIDY FUND FOR 1991 BEING APPROVED BY CITY COUNCIL AS PART OF THE 1991 CURRENT BUDGET PROCESS.

MOTION CARRIED.

The following items were received/reviewed by the Committee and were presented to the Board for information:

(i) Reports, Consolidated Unaudited Operating Results for the Eight Month Period Ended August 31, 1990 for H.E.C.F.I., and Consolidated Unaudited Operating Results for the Eight Month Period Ended August 31, 1990 for C.U.P.

5.1.1 Finance and Administration Committee Minutes of September 12, 1990

MOVED by Mr. DeNardis, seconded by Mr. Kay that

THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF SEPTEMBER 12, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Operations Committee Fourth Report

MOVED by Alderman Murray, seconded by Mr. Levitt that

THE OPERATIONS COMMITTEE FOURTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT MANAGEMENT BE DIRECTED TO OVERSEE THE INSTALLATION OF PERMANENT DANCE FLOORS TO BE INSTALLED IN THE WEBSTER AND ALBION ROOMS AT A COST NOT TO EXCEED $10,000. EACH; and THAT FUNDS BE ALLOCATED FROM THE CAPITAL FUND ACCOUNT NO. CF 5334-928941006 (EQUIPMENT AND RENOVATIONS).

THAT THE FOOD AND BEVERAGE AREA LOCATED ON THE ARENA LEVEL, NORTH SIDE BE NAMED "RINKSIDE GARDENS".

THAT H.E.C.F.I. EVENT SECURITY STAFF BE UTILIZED AT ALL H.E.C.F.I. FACILITIES WHEN AVAILABLE.

THAT MANAGEMENT BE DIRECTED TO DEVELOP THE TENDER SPECIFICATIONS REQUIRED TO ENCLOSE A PORTION OF THE PIANO NOBILE IN AN AMOUNT NOT TO EXCEED $10,000.; and THAT FUNDS BE ALLOCATED FROM ACCOUNT NO. CF 5200-929051005 (HAMILTON PLACE - FURNITURE, EQUIPMENT, RENOVATIONS).

THAT THE QUOTATION SUBMITTED BY UNION BOILER COMPANY OF HAMILTON LTD. FOR THE PROVISION OF A BUILDING AUTOMATION AND DIRECT DIGITAL CONTROL SYSTEM WITH ASSOCIATED MODIFICATIONS, AT THE TOTAL COST OF $87,736.20. BE ACCEPTED; and THAT H.E.C.F.I. MAKE APPLICATION TO THE THERMAL STORAGE RETROFIT PROGRAMME OFFERED BY ONTARIO HYDRO FOR AN INCENTIVE GRANT OF $32,000. TOWARDS THE COST OF THE AFOREMENTIONED PROJECT; and THAT THE COST OF THE PROJECT BE FINANCED FROM CENTRAL UTILITIES PLANT CAPITAL BUDGET ACCOUNT NOS. CF 5200-929041001 AND CF 5698 928851001 IN THE AMOUNT OF $70,000. AND $17,736.20. RESPECTIVELY.

THAT DONATED WINE (TWO BOTTLES PER TABLE) BE SERVED AT THE JUNIOR ACHIEVEMENT DINNER, OCTOBER 17, 1990, AND THE CANADIAN DIARY CYCLING CHALLENGE DINNER, SEPTEMBER 27, 1990, SUBJECT TO MANAGEMENT'S VERIFICATION THAT H.E.C.F.I. GUIDELINES ARE MET.

MOTION CARRIED.

The following items were received/reviewed by the Committee and were presented to the Board for information:

(i) The Manager of Operations at The Hamilton Convention Centre was directed to oversee the replacement/repair of the Centre's portable podiums;

(ii) Tours of the Central Utilities Plant and facilities will be conducted for Board and Committee Members beginning with a tour of the Central Utilities Plant on October 24, 1990, 11:30 a.m. (just preceding the regularly scheduled Operations Committee meeting);

(iii) Reports - Status Report on Confirmed Events/Performances at Copps Coliseum - September - December, 1990; Client Evaluations/Comment Cards, Copps Coliseum;

(iv) Correspondence.

5.2.(i) Patron Ticket Levy : Copps Coliseum

It was agreed that this item which was included in the Fourth In-Camera Report of the Operations Committee, would be discussed in the Regular Session. Alderman Agostino opened discussion declaring his opposition to the surcharge, stating it was a hidden tax which hits the taxpayer a second time. Alderman Murray stated that the surcharge is intended to generate funds that will be placed in a reserve for capital improvement projects, and ultimately, relieve some of the burden for the taxpayers. It was

MOVED by Alderman Murray, seconded by Mr. DiIanni that

1. **A PATRON SURCHARGE OF $.50 CENTS PER TICKET BE LEVIED ON TICKET ADMISSIONS TO COPPS COLISEUM IN RESPECT OF NEW CONTRACTS BEING NEGOTIATED FOR EVENTS COMMENCING ON OR AFTER NOVEMBER 1, 1990; and**

2. **THAT ADMISSION TICKET PRICES UNDER $10. BE EXEMPTED FROM THE PATRON SURCHARGE OF $.50 CENTS PER TICKET; and**

3. **THAT THE RECEIPTS FROM THIS PATRON SURCHARGE BE RECORDED IN A SEPARATE TICKET SURCHARGE RESERVE ACCOUNT FOR COPPS COLISEUM TO BE UTILIZED TO FINANCE MAJOR BUILDING REPAIRS, CAPITAL IMPROVEMENTS AND REPLACEMENTS TO COPPS COLISEUM.**

MOTION CARRIED.

5.2.1 Operations Committee Minutes of July 25, 1990

MOVED by Alderman Murray, seconded by Mr. Levitt that

THE OPERATIONS COMMITTEE MINUTES OF JULY 25, 1990 BE RECEIVED.

MOTION CARRIED.

5.3 Marketing and Sales Committee Fourth Report

MOVED by Mrs. Dow, seconded by Mr. Ryder that

THE MARKETING AND SALES COMMITTEE FOURTH REPORT BE APPROVED.

MOTION CARRIED.

The following items were received/reviewed by the Committee and were submitted to the Board for information:

(i) Reports:
1. Discount Tickets;
2. Hamilton Place Theatre Theme Night Cost/Benefit Analysis;
3. Status Report on Confirmed Events/Performances at Copps Coliseum - September - December, 1990;
4. Upcoming Promotions and Co-Promotions, Hamilton Place;
5. 1989 Annual Report;
6. Studio Theatre Alternative Uses.

5.3.1 Marketing and Sales Committee Minutes of July 27, 1990

MOVED by Mrs. Dow, seconded by Mr. Ryder that

THE MARKETING AND SALES COMMITTEE MINUTES OF JULY 27, 1990 BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED AT 8:25 A.M.

THE IN-CAMERA MINUTES OF SEPTEMBER 21, 1990 BE APPROVED.

THE FINANCE AND ADMINISTRATION COMMITTEE SIXTH IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION ENDORSED:

> **THAT THE DIRECTOR OF FINANCE AND ADMINISTRATION RECEIVE A MERIT INCREASE OF 4.25% EFFECTIVE JULY 1ST, 1990.**

THAT THE FINANCE AND ADMINISTRATION COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 12, 1990 BE RECEIVED.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF THE SEPTEMBER 12, 1990 WORKSHOP BE RECEIVED.

THAT THE OPERATIONS COMMITTEE FOURTH IN-CAMERA REPORT BE APPROVED.

THAT THE MINUTES OF THE OPERATIONS COMMITTEE IN-CAMERA MEETING OF JULY 25, 1990 BE RECEIVED.

THAT THE MARKETING AND SALES COMMITTEE FOURTH IN-CAMERA REPORT BE APPROVED.

THAT THE MINUTES OF THE MARKETING AND SALES COMMITTEE IN-CAMERA MEETING OF JULY 27, 1990 BE RECEIVED.

THAT THE IN-CAMERA SESSION ADJOURN AT 10:45 A.M.

9. Adjournment

MOVED by Alderman Drury, seconded by Mr. Levitt that

THE MEETING ADJOURN AT 10:55 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Alderman J. Gallagher, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.1 Finance and Administration Committee Seventh Report

FINANCE AND ADMINISTRATION COMMITTEE SEVENTH REPORT OF 1990

The Finance and Administration Committee presents its **SEVENTH** Report from its meeting held November 7th, 1990 and respectfully recommends the following:

1. Terms of Reference : Scholarship Review Committee

THAT THE PROPOSED TERMS OF REFERENCE FOR THE SCHOLARSHIP REVIEW COMMITTEE AS DOCUMENTED IN THE OCTOBER 31, 1990 REPORT, BE APPROVED AS AMENDED.

Note: Documentation is attached. Section (a) was amended to read: "applicant must have Grade twelve and/or received the equivalent Ontario Academic Credits."

2. 1991 - 1995 Capital Budget Programme for H.E.C.F.I.

THAT THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE APPROVED AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROGRAMME IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

Note: The Operations Committee, at its October 24th meeting, approved the foregoing programme, as amended. Documentation is attached.

3. Sprinkler System : Hamilton Place

THAT THE 1991 CAPITAL PROJECT TO INSTALL A SPRINKLER SYSTEM IN THE PUBLIC AREAS OF HAMILTON PLACE IN THE AMOUNT OF $840,000. BE INCLUDED IN THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROJECT IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

Note: The Operations Committee, at its October 24th meeting, instructed management to present a report to the Finance and Administration Committee which documented: (i) the City Clerk's advice in respect of the impact on H.E.C.F.I.'s insurance coverage; (ii) a current directive (recommendation) from the Fire Department which includes fire regulations and by-laws; and (iii) management's survey of other like facilities in North America.

Management's October 31st report provided a history of the sprinkler project which is summarized as follows:

- in 1984 the Chief Fire Prevention Officer recommended that an automatic sprinkler system be installed at Hamilton Place; the City Architect advised that a sprinkler system was not a requirement of the building code; installation costs were estimated between $500,000. and $700,000. No further action was taken;

- in 1986 the Fire Chief reiterated the recommendation that a sprinkler system be installed;

- City Council has considered the request each year since 1987; in 1989 it was removed from the City's overall Capital Budget Programme;

The October 31st report clarifies that:

- The Fire Department endorses the original recommendation to install sprinklers;

- the present building code would require a new theatre or one that was to be substantially altered or repaired, to include sprinklers;

- four out of seven theatres which were polled, either have sprinkler systems or have renovations plans which include sprinkler systems.

The Assistant Director of Hamilton Place, in his November 9th memorandum, reports that the addition of sprinklers to Hamilton Place would probably reduce the rate to $0.59 cents per $100 of property value from a rate of $.06 cents per $100. Of the City's $283,000,000. insurance premium, the portion allocated to Hamilton Place currently represents $24,000,000.

Documentation is attached.

3. 1991 - 1995 Capital Budget Programme for C.U.P.

THAT THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P. BE APPROVED AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROGRAMME IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

Note: The Operations Committee, at its October 24th meeting, approved the foregoing. Documentation is attached.

4. H.E.C.F.I. Photocopying Requirements

THAT H.E.C.F.I. ENTER INTO A FIVE YEAR LEASE FOR USE OF XEROX PHOTOCOPYING MACHINE MODEL 1090; and THAT H.E.C.F.I. PURCHASE TWO XEROX MACHINES, MODELS 1075 AND 1038 RESPECTIVELY, AT A COST OF $2,870; FUNDS TO BE ALLOCATED FROM FUNDS AVAILABLE IN THE OPERATING BUDGET.

Note: The foregoing recommendation was presented to the Finance and Administration Committee due to the limited time frame in which management has the opportunity to respond. Xerox presented a proposal based upon its year-end.

The proposed cost to H.E.C.F.I. to purchase the 1075 and 1038 is $2,870. Buy-out costs, under normal circumstances, are estimated at $28,000.

Please note that current costs for three machines are $2,962 per month; proposed monthly costs for three machines (two upgraded) are $3,062. for the first three months; thereafter, $2,916 monthly.

Documentation is attached.

The following items were received/reviewed by the Committee and are presented to the Board for information:

(i) Reports:

- Hamilton Place - Asbestos Management Programme;
- Comparison of Five Ontario Theatres Regarding Costs to Promoter;
- The Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for H.E.C.F.I.;
- The Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for C.U.P.

Respectfully submitted,

Frank DeNardis, Chairman

Patricia Bennett, Secretary

HAMILTON PLACE THEATRE

Box 2080, Station A
Hamilton, Ontario
Canada L8N 3Y7
Tel. 416/546-3100
Fax 416/521-0924

MEMORANDUM

October 31, 1990

TO: Finance and Administration Committee

FROM: Gabe Macaluso, Managing Director/CEO, HECFI and Robert Ellison, Assistant Director, Hamilton Place

SUBJECT: SCHOLARSHIP FUND REVIEW COMMITTEE
Terms of Reference

Recommendation:

That the Scholarship Fund Review Committee adopt the following terms of reference in considering the future awarding of scholarships:

(a) applicant must be enrolled in Grade 12 or OAC in a school within the City of Hamilton. Two letters of recommendation should be provided, one of which should be from the school principal. **Amendment See F&A Committee 7th Report

(b) applicant's plans and objectives should be to achieve a career goal as a performing artist or designer, composer or technician in the performing arts field.

(c) provide to the successful applicant a one-time grant of $3,000.00 to assist with their first year at a post-secondary institution such as a University or College or accredited performing arts school in Canada. The applicant would be expected to provide a written report on their course and activities at the completion of their first year of activities.

continued page 2

(d) the number of applicants to be awarded scholarships each year will be determined by their merit and the availability of funding.

(e) funding for the scholarships will be allocated at the discretion of the HECFI Board of Directors when establishing the annual operating budget.

Background

The Scholarship Fund was established in 1984 with the purpose of encouraging high school graduates from the Hamilton schools to pursue a potential career in the arts. The Fund was set up with an allocation from the Innovative Programming Fund of $6,888.50. This was part of the profit from the 1984 school production of West Side Story.

Two $3,000 scholarships were awarded over a three-year period with $1500 in the first year, $1000 in the second year and $500 in the third year.

The scholarship fund now has approximately $16,000 in it for future distribution.

The Committee may be interested to learn that the Geritol Follies has given $90,000 to the Hamilton Foundation to make similar awards to Hamilton students wishing to pursue a career in the arts.

Gabe Macaluso
Managing Director/CEO
HECFI

Robert Ellison
Assistant Director
Hamilton Place

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR ACTION

MEMO TO: **FINANCE AND ADMINISTRATION COMMITTEE**

FROM: Mr. Gabe Macaluso
Managing Director/CEO

DATE: October 29, 1990

SUBJECT: **1991 - 1995 CAPITAL BUDGET PROGRAMME FOR HECFI**

RECOMMENDATION

That the 1991 - 1995 Capital Budget Programme for HECFI (attached) be recommended to the HECFI Board of Directors for approval. The attached report incorporates revisions made by the Operations Committee.

Gabe Macaluso

Mr. Gabe Macaluso
Managing Director/CEO

/dcr

Attachment

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
Consolidated Summary of the 1991 - 1994 Capital Budget Programme

Description	1991	1992	1993	1994	1995	1991 - 1995 Total
Hamilton Place	$1,073,000	$ 82,000	$ 698,000	-------	-------	$ 1,853,000
Hamilton Convention Centre	10,000	50,000	75,000	40,000	25,000	200,000
Copps Coliseum	100,000	75,000	75,000	50,000	------	300,000
Provisions for N.H.L.	3,000,000	2,900,000	---------	-------	-------	5,900,000 (1)
Corporate	75,000		50,000	-------	-------	125,000
TOTAL	**$4,258,000**	**$3,107,000**	**$ 898,000**	**$ 90,000**	**$ 25,000**	**$ 8,378,000**
Amount approved in 1990 Capital Budget for each of the four overlapping years of 1991-1994	$3,340,000	$3,145,000	$ 510,000	$960,000		
Less amount transferred to CUP Capital Budget	--------	--------	--------	(190,000)		
	$3,340,000	$3,145,000	$ 510,000	$770,000		
Increase (decrease) in amounts requested	$ 918,000	$ (38,000)	$ 388,000	(680,000)		
Percentage increase (decrease)	27.5%	(1.2%)	76.1%	(88.3%)		

(1) Contingent on Hamilton being awarded an N.H.L. franchise. Announcement expected no later than December, 1990.

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
Summary of the 1991 - 1995 Capital Budget Programme for Hamilton Place

Description	1991	1992	1993	1994	1995	TOTAL
Fire Sprinkler System (See 6.1(i))	$ 840,000	-------	-------	-------	-------	$ 840,000
Studio Theatre Equipment and Chairs	80,000	32,000	$138,000	-------	-------	250,000
Great Hall Sound & Lighting Equipment and Chairs (Mechanical)	83,000	-------	500,000	-------	-------	583,000
Various Equipment and Renovations	65,000	50,000	60,000	-------	-------	175,000
Disabled Access Improvements	5,000	-------	-------	-------	-------	5,000
	$1,073,000	$ 82,000	$698,000	------	------	$1,853,000
Amounts approved in 1990 Capital Budget for each of the four overlapping years of 1991 - 1994	$ 115,000	$ 70,000	$150,000	$100,000		
Increase (decrease) in amounts requested	$ 958,000	$ 12,000	$548,000	$(100,000)		
Percentage increase (decrease)	833.0%	17.1%	365.3%	(100.0%)		

Note: Not included in the above is the asbestos abatement work required for Hamilton Place. A report on the cost and extent of required work is expected by December, 1990. Our expectation is that this work will be financed from a City Asbestos Abatement Program.

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: **HAMILTON PLACE/H.E.C.F.I.**

2. (a) PROJECT NUMBER: Studio Theatre Equipment and Chairs

   (b) PROJECT NAME: _____

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   Risers, chairs, lighting and sound equipment are in need of replacement because they will have exceeded their normal life expectancy in 1991, 1992 and 1993.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): 1991 - 1993

   (b) PROJECT FINISHING DATE (MONTH-YEAR): 1991 - 1993

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED: _____

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 250,000

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $ _____

   (c) NET CITY'S COST: $ _____

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 80,000	
	- 1992	$ 32,000	
	- 1993	$ 138,000	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT: _____

8. ADDITIONAL ANNUAL OPERATING COST: $ _____

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   The risers and chairs have exceeded their life expectancy and will become unsafe to use. The lighting and sound equipment are becoming unreliable and will detract from the performance.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

    NO [ ] YES [X] - AT CITY'S COST OF $_____
    - SCHEDULED TO START IN THE YEAR _____

Signature of Department Head/Local Board Manager (for Standing Committee)

Oct. 18/90
Date

Signature of C.A.O. (for Finance & Administration Committee)

Date

Rev. 90/09/18

Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HAMILTON PLACE/H.E.C.F.I.

2. (a) PROJECT NUMBER: _____

   (b) PROJECT NAME: Great Hall Sound & Lighting Equipment and Chairs (Mechanical)

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   Sound Equipment - $53,000 - This represents an upgrading to industry standards replacing equipment that has become obsolete; **Lighting Equipment** - $30,000 - This will replace instruments that have worn out; **Chairs (mechanical)** - $500,000 - The frames that the chairs sit on are the originals and are now seventeen years old. They will have to be replaced by 1993.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): _____

   (b) PROJECT FINISHING DATE (MONTH-YEAR): _____

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED: _____

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 583,000.

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: _____

   (c) NET CITY'S COST: $ _____

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1991	$ 83,000	
- 1992	$	
- 1993	$ 500,000	
- 1994	$	
- 1995	$	
- 1996 & after	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED: _____

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT: _____

8. ADDITIONAL ANNUAL OPERATING COST: $ _____

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   The sound and lighting equipment has become obsolete and is breaking down frequently. The chair frames and their mechanics are continuously falling apart and in need of repair.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

    NO [XX] YES [ ] - AT CITY'S COST OF $_____

    - SCHEDULED TO START IN THE YEAR _____

Signature of Department Head/Local Board Manager (for Standing Committee)

Oct. 18/90
Date

Signature of C.A.O. (for Finance & Administration Committee)

Date

Rev. 90/09/18

Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HAMILTON PLACE/H.E.C.F.I.

2. (a) PROJECT NUMBER: ———

   (b) PROJECT NAME: VARIOUS EQUIPMENT AND RENOVATIONS

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

   SEE ATTACHED SHEET

4. (a) PROJECT STARTING DATE (MONTH-YEAR): 1991 - 1995

   (b) PROJECT FINISHING DATE (MONTH-YEAR): 1991 - 1995

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED: ———

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 175,000

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $ ———

   (c) NET CITY'S COST $ ———

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 65,000	
	- 1992	$ 50,000	
	- 1993	$ 60,000	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT: ———

8. ADDITIONAL ANNUAL OPERATING COST: $———

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   Delay or elimination of these projects will reduce the level of service to our patrons and thereby reduce their return to events. A reduction in revenue will be the net result.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?
    NO [ ] YES [XX] - AT CITY'S COST OF $ 85,000
    → - SCHEDULED TO START IN THE YEAR ———

Signature of Department Head/Local Board Manager (for Standing Committee)

Oct. 18/90
Date

Signature of C.A.O. (for Finance & Administration Committee)

Date

Rev. 90/09/18

1991 - 1995 CAPITAL BUDGET

INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM - Addendum

3. Various Equipment Purchases - Detailed Description

1991 ($20,000) and 1992 ($20,000)	Ice machine and beer coolers to service Great Hall patrons.
1991 ($45,000)	New drapes for meeting rooms and offices; tiling and painting of the Great Hall floor; new wheelchairs; bar optics and ice dolly; tables, easels and flip-charts for meeting rooms.
1992 ($30,000)	Fork lift
1993 ($60,000)	Seat wagon repairs ($50,000) and exit lights ($10,000).

Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HAMILTON PLACE/H.E.C.F.I.

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: Disabled Access Improvements

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
Improvements for better access for the disabled have been long overdue. Several areas have been identified as needing improvements and include: Interior Ramp - $5,000,

4. (a) PROJECT STARTING DATE (MONTH-YEAR): 1991

   (b) PROJECT FINISHING DATE (MONTH-YEAR): 1991

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 5,000

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 5,000	
	- 1992	$	
	- 1993	$	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
Further inconvenience will be caused to disabled patrons

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO [X] YES [ ] - AT CITY'S COST OF $

- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

Oct. 18/90
Date

Signature of C.A.O. (for Finance & Administration Committee)

Date

Rev. 90/09/18

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
Summary of the 1991 - 1995 Capital Budget Programme for Hamilton Convention Centre

Description	1991	1992	1993	1994	1995	TOTAL
Equipment and Renovations	$ 10,000	$ 50,000	$ 75,000	$ 40,000	$ 25,000	$ 200,000
Amounts approved in 1990 Capital Budget for each of the four overlapping years of 1991 - 1994	$125,000	$100,000	$235,000	$620,000		
Decrease in amounts requested	$115,000	$ 50,000	$160,000	$580,000		
Percentage decrease	92.0%	50.0%	68.1%	93.5%		

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HAMILTON CONVENTION CENTRE DIVISION - HECFI

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: EQUIPMENT AND RENOVATIONS

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

   To replace equipment that has exceeded its life cycle, and to proceed with renovations to improve the appearance of the facility. This includes the gradual replacement of banquet chairs from 1993 to 1995 and replacement of the hot water tank in 1994.

4. (a) PROJECT STARTING DATE (MONTH-YEAR):

   (b) PROJECT FINISHING DATE (MONTH-YEAR):

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 200,000

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $ 200,000

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 10,000	
	- 1992	$ 50,000	
	- 1993	$ 75,000	
	- 1994	$ 40,000	
	- 1995	$ 25,000	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			n/a

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT: n/a

8. ADDITIONAL ANNUAL OPERATING COST: $ n/a

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

   Appearance ot the facility will continue to deteriorate and the equipment will become inoperable.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

    NO [ ] YES [X] - AT CITY'S COST OF $ 580,000
    - SCHEDULED TO START IN THE YEAR 1991

Signature of Department Head/Local Board Manager (for Standing Committee)

October 26, 1990
Date

Signature of C.A.O. (for Finance & Administration Committee)

Date

Rev. 90/09/18

THE HAMILTON ENTERTAINMENT AND CONVENTIONS FACILITIES INC.

Summary of the 1991 - 1995 Capital Budget Programme for Copps Coliseum

Description	1991	1992	1993	1994	1995	TOTAL
Display Advertising Panels	$ 25,000	-------	$25,000	-------	-------	$ 50,000
Various Capital Revisions, Replacements for Building and Equipment	75,000	75,000	50,000	50,000	-------	250,000
Provisions for Additional Private Boxes for N.H.L.	$3,000,000	$2,900,000	-------	-------	-------	$5,900,000 (1)
	$3,100,000	$2,975,000	$75,000	$ 50,000	-------	$6,200,000
Amounts approved in 1990 Capital Budget for each of the four overlapping years of 1991 - 1994	$3,100,000	$2,975,000	$75,000	$240,000		
Less amount transferred to CUP Capital Budget	-------	-------	-------	(190,000)		
	$3,100,000	$2,975,000	$75,000	$ 50,000		

(1) Contingent on Hamilton being awarded an N.H.L. franchise. Announcement expected no later than December, 1990.

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: COPPS COLISEUM/H.E.C.F.I.
2. (a) PROJECT NUMBER:
   (b) PROJECT NAME: Display Advertising Panels
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

   Supply and install backlighted display advertising panels to be located on concourse level and entrance/exit areas.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): January 1991
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1993
   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:
5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 50,000.00
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 50,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 25,000.00	
	- 1992	$	
	- 1993	$ 25,000.00	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:
8. ADDITIONAL ANNUAL OPERATING COST: $ 1,000.00
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

   Valuable source of advertising revenue would not be created.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?
    NO [ ] YES [X] - AT CITY'S COST OF $ 100,000.00
    - SCHEDULED TO START IN THE YEAR 1990

Signature of Department Head/Local Board Manager
(for Standing Committee)

Date

Signature of C.A.O.
(for Finance & Administration Committee)

Date

Rev. 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: COPPS COLISEUM/H.E.C.F.I.
2. (a) PROJECT NUMBER:
   (b) PROJECT NAME: **Various Capital Revisions/Replacements for Building and equipment**
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

Allowance for various capital revisions and replacements for building i.e. carpet, seating, ice covering, miscellaneous renovations; and equipment i.e. forklifts, radios, ice resurfacing machinery, cleaning equipment.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): January 1991
   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1995
   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:
5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 250,000.00
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 250,000.00

		NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE - 1991	$ 75,000.00	
- 1992	$ 75,000.00	
- 1993	$ 50,000.00	
- 1994	$ 50,000.00	
- 1995	$	
- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:		

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:
8. ADDITIONAL ANNUAL OPERATING COST: $ NIL
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Building and equipment revision /replacement allowance would not be available, resulting in higher maintenance and future replacement costs.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?
    NO [ ] YES [X] - AT CITY'S COST OF $ 225,000.00
    - SCHEDULED TO START IN THE YEAR 1991

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

Date

Date

Rev. 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: COPPS COLISEUM/H.E.C.F.I.

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: **Provision for Additional Private Boxes for N.H.L.**

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

Construction of approximately sixty(60) additional private boxes to be located in the high roof area, mezzanine and concourse levels of the Coliseum. Construction to be phased over a two year period. Additional boxes are a requirement of the future N.H.L. home team.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): June 1991

   (b) PROJECT FINISHING DATE (MONTH-YEAR): August 1992

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 5,900,000.00

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $ 5,900,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 3,000,000.00	
	- 1992	$ 2,900,000.00	
	- 1993	$	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $ 50,000.00

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Future requirement of N.H.L. home team would not be provided for.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO ☐ YES ☒ - AT CITY'S COST OF $ 5,900,000.00
- SCHEDULED TO START IN THE YEAR 1991

Signature of Department Head/Local Board Manager
(for Standing Committee)

Signature of C.A.O.
(for Finance & Administration Committee)

Date

Date

Rev. 90/09/18

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.
Summary of the 1991 - 1995 Capital Budget Programme for the Corporate Division

Description	1991	1992	1993	1994	1995	TOTAL
Automated Facilities Management System	$ 75,000	-------	-------	-------	-------	$ 75,000
Equipment, Furniture and Renovations	-------	-------	50,000	-------	-------	50,000
	$ 75,000	-------	$50,000	-------	-------	$125,000
Amounts approved in 1990 Capital Budget for each of the four overlapping years of 1991 - 1994	-------	-------	$50,000	-------		
Increase in amounts requested	$ 75,000	-------	-------	-------		

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Corporate - HECFI

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: Automated Facility Management System

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
   This computer system will automate the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum from Sales calls to Event Management to Event Settlement. The purchase of such a system may also benefit the City's Parks and Recreation Department with its arenas, rec centres, etc. If both parties benefit from this project a cost sharing arrangement will be sought reducing HECFI's overall cost on this project.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): 01/1991

   (b) PROJECT FINISHING DATE (MONTH-YEAR): 12/1992

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 75,000

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $ 75,000

		NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE - 1991	$ 75,000	
- 1992	$	
- 1993	$	
- 1994	$	
- 1995	$	
- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:		

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $50,000

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
   Inefficiencies may result which may adversely effect service to our clients.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

    NO ☐ YES ☒ XX - AT CITY'S COST OF $75,000
    - SCHEDULED TO START IN THE YEAR 1990

Signature of Department Head/Local Board Manager
(for Standing Committee)

Date

Signature of C.A.O.
(for Finance & Administration Committee)

Date

Rev. 90/09/19

Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: Corporate - HECFI

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: Equipment, Furniture and Renovations

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

In 1993, a provision is being made for equipment, furniture and renovations for the Corporate Department. In 3 years existing equipment is anticipated to require replacement.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): 1993

   (b) PROJECT FINISHING DATE (MONTH-YEAR): 1993

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 50,000

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $ 50,000

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$	
	- 1992	$	
	- 1993	$ 50,000	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Necessary equipment replacement can not be accomplished which will result in staff inefficiencies and deteriorating working conditions.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO [ ] YES [XXX] - AT CITY'S COST OF $ 50,000
- SCHEDULED TO START IN THE YEAR 1993

John C. Lennox
Signature of Department Head/Local Board Manager
(for Standing Committee)

Oct 16, 1990
Date

Kate Macalister
Signature of C.A.O.
(for Finance & Administration Committee)

Date

Rev. 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: HAMILTON PLACE/H.E.C.F.I.

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: Sprinkler System

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.
   The Fire Department has recommended that the public areas of Hamilton Place be equipped with sprinklers

4. (a) PROJECT STARTING DATE (MONTH-YEAR): 1991

   (b) PROJECT FINISHING DATE (MONTH-YEAR): 1991

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 840,000

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET COST TO "C": $

6. (a) YEAR OF EXPENDITURE		NO. OF PERSON YEARS CREATED
- 1991	$ 840,000	
- 1992	$	
- 1993	$	
- 1994	$	
- 1995	$	
- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED		

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT
   Safety level to our patrons is greatly reduced.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

    NO X YES ___ - AT CITY'S COST OF $

    - SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager (for Standing Committee)

Oct. 12/90
Date

Signature of C.A.O. (for Finance & Administration Committee)

Date

Rev. 90/09/18

HAMILTON PLACE THEATRE

Box 2080, Station A
Hamilton, Ontario
Canada L8N 3Y7
Tel. 416/546-3100
Fax 416/521-0924

M E M O R A N D U M

October 31, 1990

TO: Financial and Administrative Committee

FROM: Gabe Macaluso, Managing Director/CEO, HECFI and Robert Ellison, Assistant Director, Hamilton Place

SUBJECT: HAMILTON PLACE SPRINKLER SYSTEM

Recommendation:

That the Financial and Administrative Committee receive the following information with regard to the possible installation of a sprinkler system in the Great Hall of Hamilton Place in 1991.

Background

June 1984 - the Chief Fire Prevention Officer for the City of Hamilton "strongly recommended" that an automatic sprinkler system be installed throughout Hamilton Place. He was aware that the only section not covered by sprinklers was the Great Hall seating area. His letter is attached.

June 1984 - Trevor Garwood-Jones offered his services as a consultant in regard to the installation of sprinklers.

June 1984 - The General Manager of Hamilton Place was instructed at the June Board meeting to advise the City Clerk of these developments and to bring this matter to the attention of the City's Financial Committee.

July 1984 - Trevor Garwood-Jones confirmed in writing his offer to act as a consultant in this matter.

July 1984 - The General Manager of Hamilton Place advised the City Clerk of the issue regarding sprinklers and that if the installation of them was required the City's Finance and Capital Budget Committees should be notified.

continued page 2

August 1984 - The City Architect advised that a sprinkler system was not a requirement of the building code. He also stated that the estimated cost of installing a system (in 1984) would be between $500,000 and $700,000.

September 1984 - The Hamilton Place Board did not take any further action with regard to the issue of sprinklers at its September meeting.

October 1986 - The Hamilton Fire Chief wrote to the General Manager of Hamilton Place to remind him of the original letter of recommendation regarding the installation of an automatic sprinkler system. He requested that serious consideration be given the recommendation.

With the exception of 1990, the City has considered the request for a sprinkler system each year since 1987.

The October 24th meeting of the HECFI Operating Committee directed that a report be presented to the HECFI's Financial and Administrative Committee which would cover the following areas:

1. City Clerk's advice in respect of the impact on HECFI insurance coverage.

   The City Clerk's office no longer handles insurance but the Treasurer's office does and Mr. Underhill will take this matter up with the insurance committee. One of the agencies represented on the Committee advised us informally that he felt there would not be a significant reduction in premium costs because of the installation of sprinklers.

2. A current directive (recommendation) from the Fire Department which includes fire regulation and by-laws.

   The City's Chief Fire Prevention Officer, Kenneth K. Kiernan, will send us a letter that confirms the original recommendation to install sprinklers. He will also refer to the appropriate regulations and by-laws that apply.

   The advice of the City's building department was also obtained. They stated that the building code that exists today would require that a new theatre or one

continued page 3

that was to be substantially altered or repaired would have to include sprinklers.

3. Management's survey of other like facilities in North America.

This survey only included Canadian Theatres.

(a) Windsor

The Cleary Auditorium is undergoing extensive renovation and will include sprinklers in their auditorium.

(b) Toronto

The O'Keefe Centre has included the installation of sprinkers in their five-year plan to renovate their theatre. This is expected to take place in 1991.

(c) Kitchener

The Centre In The Square does not have sprinklers in its auditorium although it was built in 1980. It does have heat detectors and has no plans to install sprinklers.

(d) Stratford

The Festival and Avon Theatres auditoriums are both sprinklered.

(e) Winnipeg

The Centennial Auditorium is not sprinklered.

(f) Edmonton

The Northern Alberta Jubilee Auditorium is not sprinklered but renovations will require it.

(g) Saskatoon

The Centennial Auditorium is not sprinklered and has never been an issue with the fire marshall or the insurance underwriters. They feel that automatic sprinklers would have to be fused at a high enough level to resist the heat generated by stage lights.

Memorandum continued
HAMILTON PLACE SPRINKLER SYSTEM
October 31, 1990
Signatures

Gabe Macaluso
Managing Director/CEO
HECFI

Robert Ellison
Assistant Director
Hamilton Place

HAMILTON
PLACE
THEATRE

Box 2080, Station A
Hamilton, Ontario
Canada L8N 3Y7
Tel. 416/546-3100
Fax 416/521-0924

MEMORANDUM

November 9, 1990

TO: Gabe Macaluso
Managing Director/CEO

FROM: Robert Ellison
Assistant Director

SUBJECT: IMPROVEMENTS - SPRINKLERS

The following information has come in since the report that was prepared for the Finance and Administration Committee. Would you like this presented as an addendum for the Board Meeting or simply retained for our own information for future reference?

Bob Underhill of the City Treasurer's Department has advised me of the following with regard to the question of any insurance premium reduction in the event that sprinklers are installed in the Great Hall.

Hamilton Place is covered by part of the City's overall policy of $283,000,000. Our portion of it is $24,000,000.

The majority of the City's buildings do not have a fire suppression system.

The present premium is based on a rate of .06¢ per $100 of property value. The addition of sprinklers to Hamilton Place would probably reduce the rate to .059¢ per $100.

Mr. Underhill said that the fundamental question that needs to be addressed is how much risk is involved and what is the chance of a fire breaking out in the Great Hall that would bring the sprinklers into play?

The incidence of fires in all auditoriums in North America is certainly not very high but perhaps the impression is deceptive and a survey might be useful in this regard.

cc: Pat Bennett, Board Secretary

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR ACTION

MEMO TO: **FINANCE AND ADMINISTRATION COMMITTEE**

FROM: Mr. Gabe Macaluso
Managing Director/CEO

DATE: October 26, 1990

SUBJECT: **1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P.**

RECOMMENDATION

That the 1991 - 1995 Capital Budget Programme for C.U.P. (attached) be recommended to the HECFI Board of Directors. The attached report incorporates revisions made by the Operations Committee.

Gabe Macaluso

Mr. Gabe Macaluso
Managing Director/CEO

/dcr

Attachment

CENTRAL UTILITIES PLANT

Summary of the 1991 - 1995 Capital Budget Programme

Description	1991	1992	1993	1994	1995	TOTAL
City Hall-Fan Plenum Retrofit	$ 90,000	-------	$ 60,000	-------	-------	$ 150,000
Hamilton Convention Centre-Light Control	25,000	-------	-------	-------	-------	25,000
City Hall-Additional Transformer	50,000	-------	-------	-------	-------	50,000
C.U.P.-Various Capital Replacements/ Revisions; New Equipment	70,000	70,000	70,000	70,000	70,000	350,000
Copps Coliseum-Steam to Hot Water Conversion	-------	-------	-------	190,000	-------	190,000
City Hall-Provision of Stand Alone Boilers	-------	100,000	-------	-------	-------	100,000
C.U.P.-Building Automation System Upgrade	-------	-------	-------	-------	150,000	150,000
	$235,000	$170,000	$130,000	$260,000	$220,000	$1,015,000
Amounts approved in 1990 Capital Budget for each of the four over-lapping years of 1991-1994	$235,000	$170,000	$130,000	$ 70,000		
Amount transferred from Copps Coliseum approved Capital Budget	-------	-------	-------	190,000		
	$235,000	**$170,000**	**$130,000**	**$260,000**		

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: CENTRAL UTILITIES PLANT (CITY HALL) / H.E.C.F.I.

2. (a) PROJECT NUMBER: _____

   (b) PROJECT NAME: City Hall - Fan Plenum Retrofit

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

Replace deteriorating sections of supply air fan plenums; repair insulation on plenum exterior; repair/replace steam and chilled water coils as necessary. Deterioration resulting from age and caused by water spray humidification systems which have since been rendered inoperable.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): January 1991

   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1993

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED: _____

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 150,000.00

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $ _____

   (c) NET CITY'S COST: $ 150,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 90,000.00	
	- 1992	$	
	- 1993	$ 60,000.00	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT: _____

8. ADDITIONAL ANNUAL OPERATING COST: $ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Degree of deterioration will increase making retrofit impossible and thus resulting in major capital replacement.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO [ ] YES [X] - AT CITY'S COST OF $ 170,000.00
- SCHEDULED TO START IN THE YEAR 1990

John T. Lynn
Signature of Department Head/Local Board Manager
(for Standing Committee)

Date

Gabe Macaluso
Signature of C.A.O.
(for Finance & Administration Committee)

Date

Rev. 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: CENTRAL UTILITIES PLANT (HAMILTON CONVENTION CENTRE) / H.E.C.F.I.
2. (a) PROJECT NUMBER:
   (b) PROJECT NAME: Hamilton Convention Centre - Lighting Control
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

   Supply and installation of low voltage lighting control system so as to afford more efficient and effective operation of lighting systems. Selected interior and exterior lighting circuits to be separated so as to allow individual manual and/or programmed control.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): June 1991
   (b) PROJECT FINISHING DATE (MONTH-YEAR): October 1991
   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:
5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 25,000.00
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 25,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 25,000.00	
	- 1992	$	
	- 1993	$	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:
8. ADDITIONAL ANNUAL OPERATING COST: $ NIL
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

   Energy cost savings resulting from reduced electrical consumption and estimated at $15,000.00 annually would not be realized.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?
    NO [ ] YES [X] - AT CITY'S COST OF $ 25,000.00
    - SCHEDULED TO START IN THE YEAR 1991

Signature of Department Head/Local Board Manager
(for Standing Committee)

Date

Signature of C.A.O.
(for Finance & Administration Committee)

Date

Rev. 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: CENTRAL UTILITIES PLANT (CITY HALL) / H.E.C.F.I.

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: City Hall - Additional Transformer

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

As a result of numerous additions to the building infrastructure i.e. office renovations, computer and office equipment, injected steam humidification units, the existing transformer is loaded to its capacity. A new 1500 KVA transformer will be installed so as to alleviate this condition.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): May 1991

   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1991

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 50,000.00

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $ 50,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 50,000.00	
	- 1992	$	
	- 1993	$	
	- 1994	$	
	- 1995	$	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Potential overloading of existing transformer station resulting in power outage to facility systems and equipment.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO [ ] YES [X] - AT CITY'S COST OF $ 50,000.00
- SCHEDULED TO START IN THE YEAR 1991

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

Date

Date

Rev 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: CENTRAL UTILITIES PLANT / H.E.C.F.I.

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: C.U.P. -Various Capital Replacements/Revisions; New Equipment

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

Allowance for various Capital replacements and revisions; new equipment pertaining to mechanical and electrical systems; equipment and components in C.U.P. and C.U.P. serviced facilities.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): April 1991

   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1995

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 350,000.00

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $ 350,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ 70,000.00	
	- 1992	$ 70,000.00	
	- 1993	$ 70,000.00	
	- 1994	$ 70,000.00	
	- 1995	$ 70,000.00	
	- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Allowance for various replacements/revisions would not be available, resulting in increased maintenance and future replacement costs.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO [ ] YES [X] - AT CITY'S COST OF $- 280,000.00
- SCHEDULED TO START IN THE YEAR 1991

Signature of Department Head/Local Board Manager (for Standing Committee)

Signature of C.A.O. (for Finance & Administration Committee)

Date

Date

Rev. 90/09/19

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: CENTRAL UTILITIES PLANT (COPPS COLISEUM)/H.E.C.F.I.

2. (a) PROJECT NUMBER: _____

   (b) PROJECT NAME: **Steam to Hot Water Conversion**

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:
Conversion of the existing steam heating system utilized for area heating, coil protection and domestic hot water generation to hot water so as to provide reduction in both operating and maintenance costs and increase equipment longevity. Retrofit will eliminate steam equipment i.e. traps, pumps, feedwater treatment stations and will require piping, valve, and pump modifications.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): May 1994

   (b) PROJECT FINISHING DATE (MONTH-YEAR): August 1994

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED: _____

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 190,000.00

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $ _____

   (c) NET CITY'S COST: $ 190,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$ _____	_____
	- 1992	$ _____	_____
	- 1993	$ _____	_____
	- 1994	$ 190,000.00	_____
	- 1995	$ _____	_____
	- 1996 & after	$ _____	_____
(b) TOTAL NUMBER OF PERSON YEARS CREATED:			_____

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT: _____

8. ADDITIONAL ANNUAL OPERATING COST: $ NIL

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:
Cost avoidance as determined through consultant's feasibility study i.e. $19,200.00 annually (1988 $), would not be realized

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO [ ] YES [X] - AT CITY'S COST OF $ 190,000.00
- SCHEDULED TO START IN THE YEAR 1994

John Ireland
Signature of Department Head/Local Board Manager (for Standing Committee)

Date

Gabe Macaluso
Signature of C.A.O. (for Finance & Administration Committee)

Date

Rev. 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: CENTRAL UTILITIES PLANT (CITY HALL)/H.E.C.F.I.
2. (a) PROJECT NUMBER:
   (b) PROJECT NAME: City Hall - Provision of Stand Alone Boilers for Hot Water Generation
3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

Provide individual stand alone natural gas boilers for; a) domestic hot water generation and b) vehicle wash water generation, thereby reducing/eliminating the need to operate the older and inefficient coil tube boilers for these specific purposes.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): May, 1992
   (b) PROJECT FINISHING DATE (MONTH-YEAR): October 1992
   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:
5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 100,000.00
   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $
   (c) NET CITY'S COST: $ 100,000.00

		NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE - 1991	$	
- 1992	$ 100,000.00	
- 1993	$	
- 1994	$	
- 1995	$	
- 1996 & after	$	
(b) TOTAL NUMBER OF PERSON YEARS CREATED:		

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:
8. ADDITIONAL ANNUAL OPERATING COST: $ 8,000.00
9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Energy cost savings from reduced natural gas consumption and estimated at $20,000.00 annually would not be achieved.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?
    NO [ ] YES [X] - AT CITY'S COST OF $ 100,000.00
    - SCHEDULED TO START IN THE YEAR 1992

Signature of Department Head/Local Board Manager (for Standing Committee)	Signature of C.A.O. (for Finance & Administration Committee)
Date	Date

Rev. 90/09/18

City of Hamilton
Treasury

1991-1995 CAPITAL BUDGET
INDIVIDUAL CAPITAL PROJECT SUBMISSION FORM

1. DEPARTMENT/LOCAL BOARD: CENTRAL UTILITIES PLANT / H.E.C.F.I.

2. (a) PROJECT NUMBER:

   (b) PROJECT NAME: C.U.P. - Building Automation System Upgrade

3. DETAILED DESCRIPTION, STATING PURPOSE, TYPE OF PROJECT, LOCATION, ETC.:

Upgrading of existing building automation system to keep abreast of current technology. Upgrading to consist of additional DPS 640 mini computer dedicated to the maintenance manager aspect of the system. New mini computer to be interfaced to the existing so as to increase system effectiveness and efficiency.

4. (a) PROJECT STARTING DATE (MONTH-YEAR): January 1995

   (b) PROJECT FINISHING DATE (MONTH-YEAR): December 1995

   (c) YEAR ONTARIO MUNICIPAL BOARD APPROVAL REQUIRED:

5. (a) GROSS COST OF PROJECT IN YEAR-OF-START DOLLARS: $ 150,000.00

   (b) LESS SUBSIDIES AND OTHER RECEIPTS: $

   (c) NET CITY'S COST: $ 150,000.00

			NO. OF PERSON YEARS CREATED
6. (a) YEAR OF EXPENDITURE	- 1991	$	
	- 1992	$	
	- 1993	$	
	- 1994	$	
	- 1995	$ 150,000.00	
	- 1996 & after	$	

(b) TOTAL NUMBER OF PERSON YEARS CREATED:

7. ADDITIONAL JOBS TO BE CREATED BY THE PROJECT:

8. ADDITIONAL ANNUAL OPERATING COST: $ 10,000.00

9. EFFECT OF REDUCTION IN COST, DELAY OR ELIMINATION OF THIS PROJECT:

Failure to upgrade existing system to keep abreast of current technology will result in system obsolescence and higher future replacement cost.

10. WAS THIS PROJECT IN LAST YEAR'S APPROVED CAPITAL BUDGET?

NO [X] YES [ ] - AT CITY'S COST OF $

- SCHEDULED TO START IN THE YEAR

Signature of Department Head/Local Board Manager
(for Standing Committee)

Signature of C.A.O.
(for Finance & Administration Committee)

Date

Date

Rev 90/09/18

Hamilton
Entertainment
and Convention
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Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: **FINANCE AND ADMINISTRATION COMMITTEE**

FROM: Gabe Macaluso, Managing Director/CEO — Pat Bennett, Legislative Assistant

DATE: November 7, 1990

SUBJECT: **H.E.C.F.I. PHOTOCOPYING REQUIREMENTS**

RECOMMENDATION:

THAT H.E.C.F.I. ENTER INTO A FIVE YEAR LEASE FOR USE OF A XEROX PHOTOCOPYING MACHINE, MODEL 1090; and

THAT H.E.C.F.I. PURCHASE TWO XEROX MACHINES, MODELS 1075 AND 1038 RESPECTIVELY, AT A COST OF $2,870; FUNDS TO BE ALLOCATED FROM FUNDS AVAILABLE IN THE OPERATING BUDGET.

BACKGROUND:

- This recommendation is being presented to the Finance and Administration Committee due to the limited time frame which management has the opportunity to respond. Xerox has presented a proposal to H.E.C.F.I. based upon its year-end.

- The foregoing recommendation has been reviewed and is acceptable to the City's Director of Purchasing.

- H.E.C.F.I. currently is in year four of a five year lease for Xerox models 1075 and 1038, both of which are located in the H.E.C.F.I. corporate division. Both machines have been reliable; service has been excellent. The Board/Committee division, in order to save staff time and ultimately, the need for a part-time clerk presently required to assist with photocopying requirements, requires an up-grade from the existing 1075 to a 1090.

- Photocopying requirements by the Hamilton Convention Centre have changed due to the centralization of the Marketing, Sales and Events departments. A fast, reliable and programmable photocopier is required for use by the Marketing and Sales department. A Panasonic photocopier was rented on a temporary basis at a cost of $230. per month, plus 1.0155 cents per copy; this machine does not meet the department's requirements. The Operations Department at the Convention Centre currently rents a Konica Royal, model 5503 at a cost of $526.39 monthly, plus 1.20 cents per copy; this calibre of machine is no longer required by that department and a replacement at a much lower rental rate will be completed.

- Xerox was requested to present its best, cost effective proposal for H.E.C.F.I. based on the two present machines still under contract and the addition of model 1090. Management's plan was to place the 1075 with the Marketing and Sales department; maintain the 1038 with the Finance and Administration Department; and utilize the 1090 in the Board/Committee division.

- Current costs to lease the two Xerox machines amount to $2,662.00, plus $300. for rental of the Panasonic, for a total amount of $2,962.

- Proposed costs to own the 1038 and 1090, plus usage and service; and to lease the 1090 amount to $3,062.28 for the first three months and then reduced to $2,916.61 monthly for the remainder of the contract.

- At the end of the expected life span of the 1090 and 1038, Xerox will buy back these machines.

- The foregoing recommendation is not only cost effective but will provide the Marketing and Sales Department with a calibre of machine that would not, under other circumstances be affordable or cost effective to H.E.C.F.I.

- If the foregoing is approved, the City's purchasing department will assist in the tendering of two additional copiers; one for HCC's Operations Department, and one for Hamilton Place.

Respectfully submitted,

Gabe Macaluso
Managing Director/CEO

Patricia Bennett
Legislative Assistant

Pricing Analysis

Current Equipment

Xerox 1075 Duplicator
Xerox 1038 Photocopier

Current Costs

Xerox 1075

Equipment Monthly	$ 1,122.00	
Service Monthly (100,000 @ .93¢/copy)	930.00	
Toner Monthly (100,000 @ .27¢/copy)	270.00	
Total		$ 2,322.00

Xerox 1038

Equipment Monthly	$ 168.00	
Service Monthly (8,000 @ 1.85¢/copy)	148.00	
Toner Monthly (8,000 @ .3¢/copy)	24.00	
Total		340.00

Total Present Monthly Costs **$ 2,662.00**

Marketing and Sales Photocopier

Current Costs:

Panasonic FP-3040	-	monthly lease:	$230.
	-	usage :	$ 70.
			$300.

Pricing Analysis

Recommended Equipment

Xerox 1090 RDH/FIN Duplicator
Xerox 1075 RDH/FIN Duplicator
Xerox 1038 Photocopier

Proposed Costs

		01 - 03		04 - 60
Equipment Monthly	$	1,664.01	$	1,664.01
*Ownership of 1075 & 1038	*	956.67		
Service Monthly (100,000 x .81¢)		0.00		810.00
Toner Monthly		0.00		0.00
Xerox 1038:				
Service Monthly (8,000 @ 1.85¢/copy)		148.00		148.00
Toner Monthly (8,000 @ .3¢/copy)		24.00		24.00
Xerox 1075:				
Service Monthly (22,000 x .93¢/copy)		204.60		204.60
Toner Monthly (22,000 x .3¢/copy)		66.00		66.00
Total Proposed Monthly Costs	**$**	**3,062.28**	**$**	**2,916.61**

* Xerox Canada would require an upfront payment of $2,870.00 for HECFI to acquire ownership of the **Xerox 1075** and the **Xerox 1038**.

However, it was broken down to a monthly cost for comparison purposes.

This cost should be offset by the allowance of 380,000 free copies. This will be almost four months of free copying.

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: **FINANCE AND ADMINISTRATION COMMITTEE**

FROM: Mr. G. Macaluso,
Managing Director/CEO

DATE: 1990 October 26

SUBJECT: **HAMILTON PLACE - ASBESTOS MANAGEMENT PROGRAMME**

RECOMMENDATION:

For information.

BACKGROUND:

At the 1990 October 10 meeting of the Finance and Administration Committee, management was directed to present a report ensuring the Board that all deficiencies which have been identified at Hamilton Place in relation to the management of asbestos, are being managed.

In accordance with Section 5 of the Regulation respecting Asbestos on Construction Projects and in Buildings and Repair Operations, Ont. Reg. 654/85 (hereinafter called the 'Regulation'), a management programme for asbestos in Hamilton Place has been instituted. This programme has addressed and is in conformance with the following specified requirements of Section 5, i.e.;

a) a record of the location (and condition) of all friable material containing asbestos has been prepared and is being maintained on the premises.

b) H.E.C.F.I. as the agent of the owner, has notified all tenants and will continue to notify all lessees of the building, that friable material containing asbestos has been used in the building.

c) workers, including both full time staff and contracted forces, who may work in close proximity to the friable material and who may disturb same, have been advised of its presence. This practice will continue indefinitely for all new workers working in the building.

d) a training and instruction programme has been instituted and will continue to be maintained (for all new employees) for every worker employed in the building by H.E.C.F.I., who is likely to work in close proximity to and may disturb the friable material.

This training session provided instruction in;

i) the hazards of asbestos exposure,
ii) the use, care and disposal of protective equipment and clothing to be used and worn, and personal hygiene, and
iii) the work practices and procedures to be used in performing Type 1 and 2 operations as prescribed by the Regulation.

In addition, an informational session relating to the health and safety issues concerning asbestos was provided for all interested building occupants and tenants.

e) an inspection programme has been instituted so as to determine and subsequently monitor the condition of known friable material. This programme will document all findings on a biannual basis commencing 1991 January.

f) an asbestos abatement programme has commenced with the Call for Tenders respecting containment, encapsulation and/or removal of known friable material containing asbestos. This tender call specified Type 2 and 3 remedial work operations for various locations throughout the building, i.e. Great Hall stage area; property store room; chorus level storage and engineers' rooms; office level mail, telephone and smoking rooms; Studio Theatre.

A recommendation respecting tender acceptance will be made to the 1990 November 16 meeting of the Board.

In addition, housekeeping and clean up of fallen material in the stage area, property store room and chorus level storage room has been undertaken by competent staff. Access to the office level mail/telephone room and property store room continues to be restricted.

SUMMARY

A programme respecting the management of asbestos at Hamilton Place has been instituted. This programme is established in conformance with the Regulation respecting Asbestos made under the Occupational Health and Safety Act (Ont. Reg. 654/85).

The Ministry of Labour, Industrial Health and Safety Branch, has been kept advised as to the development and progress of same.

Copies of the following reports prepared by Pinchin and Associates Ltd. are available to all members of the Board of Directors and City Council upon request;

1. Hamilton Place Asbestos survey dated 1990 August 24;
2. Asbestos in Buildings, An Overview Report dated 1990 September and;
3. Hamilton Place Asbestos Control Programme, Field Procedures Manual dated 1990 October.

Gabe Macaluso,
Managing Director/CEO

MEMO TO: Mr. Gabe Macaluso
Managing Director/CEO

COPY TO: Pat Bennett
Legislative Assistant

FROM: Thomas B. Burrows

DATE: October 18, 1990

SUBJECT: **COMPARISON OF FIVE ONTARIO THEATRES REGARDING COSTS TO PROMOTER**

RECOMMENDATION:

THAT THIS REPORT BE RECEIVED FOR INFORMATION BY THE H.E.C.F.I. MARKETING AND SALES; and FINANCE AND ADMINISTRATION COMMITTEES.

BACKGROUND:

In order to accurately compare the costs of presentation in each of the five theatres surveyed it was necessary to make the following assumptions regarding the variety of costs that are computed on gross receipts:

1. Attendance: 65% of available seating regardless of facility capacity or population of market area;
2. Box Office Gross: the figure used in each case is 65% of capacity times on average ticket price of $22.50 which becomes the Gross Revenue for each theatre. Taxes, surcharges, discounts for groups or subscribers were not considered;
3. I.A.T.S.E.: or other labour costs were computed using the average hourly rate used by each manager in estimating this item of expense. They may seem high because the nine employees used are department heads, assistants and special operators - as would be the case for the concert example;

4. Attraction: Rita McNeil in Concert. Yellow Card: 4 department heads, 2 assistants, 2 follow-spot operators and one "other". The estimated cost includes fringe benefits and is a result of: Average hourly charge-out rate for nine (9) men times 9 1/2, 10 or 12 hours based on contractual working conditions, ie. minimum calls, performance rates and take-out rates.

Note: These comparisons are based on the best information available at this time.

If the committee wishes, a second report can be done based on actual settlement figures for selected attractions that have played at least three of the six theatres during the same fiscal year.

I have requested settlement costs for: Nana Mouskouri; Rita McNeil; Jesus Christ Superstar; Oklahoma and Cats. All theatres have not responded and some are reluctant.

Thomas B. Burrows

COMPARISON OF RENTAL RATES, FEES, LABOUR & MISCELLANEOUS EVENT CHARGES
SIX PERFORMING ARTS FACILITIES IN ONTARIO - 1990

	NATIONAL ARTS CENTRE	O'KEEFE CENTRE	CENTRE IN THE SQUARE	HAMILTON PLACE	NORTH BAY ARTS CENTRE	COMMUNITY AUD. THUNDER BAY
(1)SEATING CAPACITY	2,326/1,512	3,223/2,095	2,016/1,310	2,181/1,418	1,015/660	1,513/984
RENTAL RATES - COMMERCIAL	minimum: $4,170. Plus 1.5% of gross $510.	flat rate: $7,500.	minimum: ($1,600.) against 11% $3,242.	minimum: ($2,310.) against 11% $3,510.	minimum: ($1,200.) against 12% $1,782	minimum: ($1,350.) against 10% $2,214
BOX OFFICE CHARGES	charge on each ticket sold: .30 to $1.05 $1,361.	NO CHARGE	per ticket: .50 labour .16 print .66 x 1,310 = $865.	fixed rate: $1,050.	.75 per ticket: $495.	minimum $325. against 6% of gross: $1,328
FRONT OF HOUSE STAFF	NO CHARGE	NO CHARGE	based on attendance: $750. to $850. - $850.	NO CHARGE	based on attendance: $250. to $350 - $350.	per service charge: $550.
HOUSE EQUIPMENT: LIGHTS, SOUND, PIANO, FOLLOW SPOTS, COLOUR	follow spots (2): $60.	NO CHARGE	piano: $115. follow spots (2) $ 40.	piano: $60. follow spots (2) and colour $50.	follow spots (2): $60.	follow spots (2), carbons & gel: $75.
HOUSE PROGRAMME/ PLAYBILL	not provided on rental, if required - client pays directly	PROVIDED - NO CHARGE	programme provided - mandatory $250.	NO CHARGE	NOT PROVIDED	PROVIDED - NO CHARGE
ADVERTISING/ PROMOTION ASSISTANCE	NOT PROVIDED ON RENTALS	NOT PROVIDED ON RENTALS	entertainment guide: $100.	normal charge back: calendar & sign: $240.	NOT PROVIDED	charge back, administration: $250.
SUBTOTAL: LOCAL OR IN-HOUSE COSTS TO PROMOTER FOR 1 PERF.	$6,101.	$7,500.	$5,462.	$4,910.	$2,687.	$4,417.
(2)ADD: TECHNICAL CREW/ IATSE: AT AVERAGE RATE PAYABLE BY CLIENT	average rate: $25. x 9 men x 10 hrs. $2,250.	average rate: $28. x 9 men x 12 hrs.* $3,024.	average rate: $26. x 9 men x 10 hrs. $2,340.	average rate: $27. x 9 men x 9.5 hrs. $2,308.	non-union tech. dir. $110. - $10. x 8 men x 9 hrs. = $720 $830.	average rate: $20. x 9 men x 10 hrs. $1,800.
TOTAL ESTIMATED LOCAL EXPENSE:	$8,351.	$10,524.	$7,802.	$7,218.	$3,517.	$6,217.
REVENUE: Based on 65% of potential at $22.50 per ticket	$34,020.	$47,138.	$29,475.	$31,905.	$14,850.	$22,140.
BALANCE TO PROMOTER	$25,669.	$36,614.	$21,673.	$24,687.	$11,333.	$15,923.

NOTES: (1) Seating capacity is followed by 65% of potential sales/attendance.
(2) Example used is for Rita McNeil concert - 9 men for 3 minimum calls

Where needed for comparison purposes, Box Office receipts are computed on an average ticket price of $22.50 at 65% of capacity.

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/546-4000
Fax 416/527-6856

The Hamilton Entertainment and Convention Facilities Inc.

Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Nine Month Period Ended September 30, 1990

Actual Results For The Nine Month Period Ended September 30, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$4,855,536	Revenue	$5,567,254	$5,238,279	$<328,975>
6,898,737	Expenditures	7,799,873	7,514,814	285,059
2,043,201	Excess of Expenditures Over Revenue From Operations	$2,232,619	$2,276,535	**$< 43,916>**

Comments:

HECFI's over expended municipal contribution for the nine month period ended September 30, 1990 was $43,916 (see row 3, column 3 above). This represents an decrease of $160,805 in the year to date under expended municipal contribution as reported previously, effective August 31, 1990.

An analysis of the under expended municipal contributions for each facility/division is attached for your information.

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility charges. Accordingly, these financial statements do not reflect these costs.

John C. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachments

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
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Fax 416/527-6856

Hamilton Convention Centre

Summary of Revenue and Expenditures
For the Nine Month Period Ended September 30, 1990

Actual Results For The Nine Month Period Ended September 30, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$2,567,193	Revenue	$2,574,989	$2,606,369	$ 31,380
2,728,621	Expenditures	3,105,255	2,893,286	211,969
161,428	Excess of Expenditures Over Revenue From Operations	530,266	286,917	**$243,349**

Comments:

The Hamilton Convention Centre realized for the nine month period ended September 30, 1990 an under expended municipal contribution of approximately $243,349 (see row 3, column 3 above). This represents an increase of $22,618 in the under expended municipal contribution for the year to date period as a result of September's operations.

The under expended municipal contribution of $22,618 for the month of September and $243,349 for the nine month period arose primarily from lower than anticipated expenditures for the period.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachments

Hamilton
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Fax 416/527-6856

Hamilton Place Theatre

Summary of Revenue and Expenditures
For the Nine Month Period Ended September 30, 1990

Actual Results For The Nine Month Period Ended September 30, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$1,158,883	Revenue	$1,434,128	$1,054,799	$<379,329>
2,388,884	Expenditures	2,526,580	2,406,348	120,232
1,230,001	Excess of Expenditures Over Revenue From Operations	$1,092,452	$1,351,549	**$<259,097>**

Comments:

For the nine month period ended September 30, 1990, Hamilton Place Theatre realized an over expended municipal contribution of approximately $259,097 (see row 3, column 3 above). This represents an increase of $141,119 in the over expended municipal contribution for the year to date as a result of September's operations.

The over expended municipal contributions of $141,119 for September and $259,097 for the nine month period ended September 30, 1990 arose primarily from losses realized on show promotions.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John C. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachments

Hamilton
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and Convention
Facilities Inc.

Copps Coliseum

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Tel. 416/546-4000
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Summary of Revenue and Expenditures
For the Nine Month Period Ended September 30, 1990

Actual Results For The Nine Month Period Ended September 30, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$1,129,460	Revenue	$1,558,137	$1,577,111	$ 18,974
1,781,232	Expenditures	2,168,038	2,215,180	<47,142>
$ 651,772	Excess of Expenditures Over Revenue From Operations	$ 609,901	$ 638,069	**$<28,168>**

Comments:

For the nine month period ended September 30, 1990, Copps Coliseum realized an over expended municipal contribution of approximately $28,168 (see row 3, column 3 above). This represents an decrease of $42,304 in the previous under expended municipal contribution for the year to date period as a result of September's operations.

The over expended municipal contribution of $42,304 for the month of September arose as a result of the fact that the events booked were not as profitable as they were budgeted to be, plus there was no N.H.L. pre-season game this year as was budgeted.

The over expended municipal contribution of $28,168 for the nine month period arose primarily from the number of actual event/performances being less than the number budgeted (78 vs 83).

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John C. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachments

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Corporate

Summary of Revenue and Expenditures
For the Nine Month Period Ended September 30, 1990

Actual Results For The Nine Month Period Ended September 30, 1989		(1) Budget	(2) Actual	(3) Period <Unfavourable> Budget Variance
$ 366,804	Revenue	$ 396,187	$ 455,718	$ 59,531
1,615,020	Expenditures	2,130,842	1,884,423	246,419
$1,248,216	Excess of Expenditures Over Revenue From Operations	$1,734,655	$1,428,705	$305,950
	Allocation of Net Costs to:			
413,327	Hamilton Convention Centre	561,538	475,598	85,940
426,934	Hamilton Place	595,034	501,977	93,057
407,955	Copps Coliseum	578,083	451,130	126,953
NIL	Net Costs	NIL	NIL	NIL

Comments:

For the nine month period ended September 30, 1990, the Corporate Division realized an under expended municipal contribution of approximately $305,950 (see row 3, column 3 above). This represents an increase of $23,047 in the under expended municipal contribution for the year to date period as a result of September's operations.

The $23,407 under expended municipal contribution for the month of September arose primarily due to lower than anticipated advertising and promotion expeditures.

The $305,950 under expended municipal contribution for the nine month period arose primarily from favourable box office operations and from below budget advertising and promotion expenditures.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachments

Hamilton
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Central Utilities Plant

**Summary of Expenditures For The
Nine Month Period Ended September 30, 1990**

Total Net Expenditures - Budget	$2,040,943
Total Net Expenditures - Actual	1,883,709
Under Expended Municipal Contribution	**157,234**

The under expended municipal contribution of approximately $157,234 for the nine month period ended September 30, 1990 increased by $36,186 as a result of September's operations.

The under expended municipal contribution of $36,186 for the month of September arose primarily as a result of:

1) salary, wage and benefit cost savings of $11,277;
2) hydro and heating costs were $30,546 below budget.

The under expended municipal contribution of $157,234 for the nine month period arose primarily as a result of:

1) salaries, wages and benefits were $52,578 below budget;
2) hydro and heating costs were $49,581 below budget;
3) energy management costs were $21,600 below budget;
4) the timing of actual maintenance and administrative expenditures as compared to budget.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachments

Committee Reports/Minutes

5.1.1 Finance and Administration Committee Minutes of October 10, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, October 10, 1990
12:30 p.m.
Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT:	Mr. F. DeNardis, Chairman Mr. W. McFarland, Vice-Chairman Alderman J. Gallagher Alderman T. Jackson Ms. A. VanDuzer
ALSO PRESENT:	Mr. M. Ryder Mr. N. Levitt Mr. G. Macaluso Mr. J. Leuser Mr. B. Snetsinger Mr. R. Ellison
MEDIA:	Ms. A. Hamm-Glowka, C.H.C.H.
REGRETS:	Alderman W. McCulloch Mayor R. Morrow

1. Chairman's Remarks

The Chairman called the meeting to order at 12:55 p.m.

2. Correspondence

Nil

3. Minutes of Finance & Administration Committee Meeting of September 12, 1990

MOVED by Mr. McFarland, seconded by Ms. VanDuzer that

THE MINUTES OF THE FINANCE AND ADMINISTRATION COMMITTEE REGULAR SESSION HELD SEPTEMBER 12, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

5. Reports

5.1 Consolidated Unaudited Operating Results for the Eight Month Period Ended August 31, 1990 for H.E.C.F.I.

MOVED by Mr. McFarland, seconded by Ms. VanDuzer that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1990 FOR H.E.C.F.I. BE RECEIVED.

MOTION CARRIED.

5.2 Consolidated Unaudited Operating Results for the Eight Month Period Ended August 31, 1990 for C.U.P.

MOVED by Mr. McFarland, seconded by Ms. VanDuzer that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE EIGHT MONTH PERIOD ENDED AUGUST 31, 1990 FOR C.U.P. BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

In discussion of the 'Outstanding Business' items, the CEO advised that a report is forthcoming from legal counsel in respect of items 1 and 2, "Review of Expenditures from Hamilton Place Foundation for Specific Events in Conjunction with Hamilton Place" and "Amalgamation of Arena/Trade Centre and Hamilton Place Foundations / Report from Legal Counsel" respectively. The Assistant Director of Hamilton Place is currently working to complete management's recommendations for the "Terms of Reference for Scholarship Foundation Review Committee".

8. In-Camera Motions

9. Adjournment

MOVED by Mr. McFarland, seconded by Ms. VanDuzer that

THE MEETING BE ADJOURNED AT 1:05 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Frank DeNardis, Chairman

Patricia Bennett, Secretary

Committee Reports/Minutes

5.2 Operations Committee Fifth Report

OPERATIONS COMMITTEE FIFTH REPORT OF 1990

The Operations Committee presents its **FIFTH** Report from its meeting held October 24, 1990 and submits the following for information:

(i) Correspondence. The Committee directed the CEO to review with staff the concern raised by the Junior Achievement organization and to present a report to the next Committee meeting. As well, the CEO will clarify a possible misunderstanding in respect of the donated wine for that event.

(ii) As a separate issue, the Committee received a copy of the formal request to serve donated wine from organizers of the Junior Achievement (the Committee had previously approved a verbal request on the proviso that a formal letter of request be submitted).

(iii) Reports :

- Volume Concessions - Hours of Service;
- Status Report on Confirmed Events/Performances at Copps Coliseum - October, 1990 to January 1991 (copy attached to the Marketing and Sales Report.

(iv) The 1991 - 1995 Capital Budget Programme for H.E.C.F.I. was reviewed and approved as amended. The Operations Committee forwarded its recommendation to the November 7th meeting of the Finance and Administration Committee. The recommendation to the Board is contained in the Finance and Administration Committee Seventh Report. An excerpt of the Operations Committee unapproved minutes of October 24th which documents the amendments approved by the Committee, is enclosed for the Board's information.

(v) The 1991 - 1995 Capital Budget Programme for C.U.P. was reviewed, approved and referred to the Finance and Administration Committee. The recommendation to the Board is contained in the Finance and Administration Committee Seventh Report.

Respectfully submitted,

Alderman T. Murray, Chairman

Patricia Bennett, Secretary

HollisCommunicationsInc

October 12, 1990

Mr. John Elder
Events Manager
Copps Coliseum
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear John:

I would like to thank you and Copps Coliseum for all of your help in making the Canadian Dairy Cycling Challenge such a success. The facilities and services you provided were greatly appreciated by our Montreal partners, the cycling teams and us.

Being an inaugural event, it was truly a learning experience for everyone involved. But, I speak for everyone here in saying that you, your entire staff, and in particular Dave Kelly, were instrumental in helping us to pull this event off.

John, you were so well-organized, courteous and professional, I can't tell you how much I appreciated all of your efforts. I felt that Copps Coliseum was the one thing I could count on in all of the turmoil. You are to be commended on your great staff and facilities.

Once again, thank you to everyone at Copps. I hope to be able work with you again on next year's project.

Sincerely,

Jamie Nishino

/jn

Hollis Communications Inc. 495 King Street West Suite 300 Toronto, Ontario M5V 1K4 • Telephone (416) 340-1801 • Fax (416) 340-1799

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

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FOR INFORMATION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 October 17

SUBJECT: **COPPS COLISEUM - Concessions - Hours of Operation**

RECOMMENDATION:

For information purposes.

BACKGROUND:

At the September 28th meeting of the Marketing and Sales Committee, Alderman Agostino raised a concern in respect of the concessions being closed one hour to one and one-half hours into the Billy Joel Concert at Copps Coliseum.

In discussion with Mr. Stacey Smith, General Manager of Volume Food Services, it was determined that where there is no intermission during concerts, the demand for concession foods is very limited, and as a result, concession stands were closed much sooner than if there was a scheduled intermission.

However, it was agreed upon by Volume Food Services that they will provide extended service during all performances, including concerts, in the future.

G. Macaluso,
Managing Director/CEO.

J. Crane,
Director, Copps Coliseum/C.U.P.

6. New Business

6.1 1991 - 1995 Capital Budget Programme for H.E.C.F.I.

The Committee's review of management's proposed 1991 - 1995 Capital Budget Programme for H.E.C.F.I. resulted in the following:

Hamilton Place : Sprinkler System

It was clarified that the sprinkler project was originally incorporated into proposed Capital Budget Programme(s) at the request of City Council. This was precipitated by a tour of the then Fire Chief who suggested its installation. It was agreed that this item would be tabled at this time and presented to the Finance and Administration Committee together with a report including: (i) the City Clerk's advice in respect of the impact on H.E.C.F.I. insurance coverage; (ii) a current directive (recommendation) from the Fire Department which includes fire regulations and by-laws; and (iii) management's survey of other like facilities in North America.

Studio Theatre Equipment and Chairs

The total project cost in the amount of $250,000. was approved; however, the amounts listed in item no. 6. (a) 'Year of Expenditure' was amended as follows:

1991	$ 80,000.
1992	$ 32,000.
1993	$138,000.

Great Hall Sound and Lighting Equipment and Chairs (Mechanical)

Carried.

Piano Nobile Lighting

Project deleted.

Various Equipment and Renovations

The total project cost in the amount of $325,000. was rejected and the proposed projects for 1994 in the amount of $100,000. and 1995 in the amount of $50,000. were deleted. The 'Gross Cost of Project' approved was $175,000.

Disabled Access Improvement

The total project cost in the amount of $80,000. was rejected. The amount of $5,000. to improve the interior ramp was approved.

The Committee is prepared to consider future recommendations presented by the Regional Advisory Committee for the Physically Disabled.

Hamilton Convention Centre : Refurbish Wentworth Exhibition Hall

This project was deleted.

Equipment and Renovations

The total project cost in the amount of $670,000. was rejected. The total project cost in the amount of $200,000. was approved.

Copps Coliseum : Display Advertising Panels

Carried.

Various Capital Revisions/Replacements for Building and Equipment

The total project cost in the amount of $350,000. was rejected. The total project cost in the amount of $250,000. was approved. The amount of $100,000. was deleted as a 1995 expenditure.

Provision for Additional Private Boxes for N.H.L.

Carried.

Corporate : Automated Facility Management System

The total project cost in the amount of $600,000. was rejected. The total project cost in the amount of $150,000. was approved.

Equipment, Furniture and Renovations

Carried.

MOVED by Alderman Merling, seconded by Mr. Kay that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE APPROVED AS AMENDED.

MOTION CARRIED.

Management was requested to insert a "percentage" column in the consolidated summary statements which provides the percentage increase recommended for the coming year over the actual spent during the previous year.

It was noted that H.E.C.F.I.'s reserve for capital projects has been depleted and that future projects will impact upon the municipality's mill rate.

Committee Reports/Minutes

5.2.1 Operations Committee Minutes of September 26, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

OPERATIONS COMMITTEE

Wednesday, September 26, 1990
12:00 Noon
Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT: Alderman T. Murray, Chairman
Alderman H. Merling, Vice-Chairman
Alderman J. Gallagher
Mr. G. Kay
Mr. N. Levitt
Mr. A. DiIanni

ALSO PRESENT: Mr. G. Macaluso
Mr. J. Leuser
Mr. B. Snetsinger
Mr. J. Crane
Mr. S. Dockman

REGRETS: Mayor R. Morrow

1. Chairman's Remarks

The Chairman called the meeting to order at 12:25 p.m.

Alderman Murray raised the issue of the Convention Centre's portable podiums, stating that they are in disrepair and an eye-sore. The Director of Operations acknowledged that the podiums needed replacement and will follow-up.

It was noted that a representative from Hamilton Place was not in attendance. The CEO to pursue.

A. Portable Dance Floor: Hamilton Convention Centre

Following review and discussion of the Director of Operations' September 19th report, it was

MOVED by Alderman Gallagher, seconded by Mr. Levitt that

MANAGEMENT BE DIRECTED TO OVERSEE THE INSTALLATION OF PERMANENT DANCE FLOORS TO BE INSTALLED IN THE WEBSTER AND ALBION ROOMS AT A COST NOT TO EXCEED $10,000. EACH; and

THAT FUNDS BE ALLOCATED FROM THE CAPITAL FUND ACCOUNT NO. CF 5334-928941006 (EQUIPMENT AND RENOVATIONS).

MOTION CARRIED.

B. "Rinkside Gardens" : Copps Coliseum

MOVED by Alderman Gallagher, seconded by Mr. Kay that

THE FOOD AND BEVERAGE AREA LOCATED ON THE ARENA LEVEL, NORTH SIDE BE NAMED "RINKSIDE GARDENS".

MOTION CARRIED.

2. Correspondence

MOVED by Mr. Kay, seconded by Mr. Levitt that

THE FOLLOWING CORRESPONDENCE BE RECEIVED:

(i) **JULY 22, 1990 CORRESPONDENCE FROM ANNE FINLAY-STEWART;**

(ii) **AUGUST 13, 1990 CORRESPONDENCE FROM DON MEISTER;**

(iii) **CORRESPONDENCE FROM RETA FLEMING.**

MOTION CARRIED.

3. Minutes of July 25, 1990 Operations Committee

MOVED by Mr. Kay, seconded by Alderman Gallagher that

THE MINUTES OF JULY 25, 1990 REGULAR SESSION BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Report : Event Security

MOVED by Alderman Gallagher, seconded by Mr. Kay that

H.E.C.F.I. EVENT SECURITY STAFF BE UTILIZED AT ALL H.E.C.F.I. FACILITIES WHEN AVAILABLE.

MOTION CARRIED.

4.2 Report : Enclosure of Piano Nobile

MOVED by Alderman Gallagher, seconded by Alderman Merling that

MANAGEMENT BE DIRECTED TO DEVELOP THE TENDER SPECIFICATIONS REQUIRED TO ENCLOSE A PORTION OF THE PIANO NOBILE IN AN AMOUNT NOT TO EXCEED $10,000.; and

THAT THE FUNDS BE ALLOCATED FROM ACCOUNT NO. CF 5200 - 929051005, Hamilton Place - Furniture, Equipment, Renovations.

MOTION CARRIED.

5. Reports

5.1 Future Confirmed Events/Bookings

MOVED by Mr. Kay, seconded by Mr. DiIanni that

THE REPORT, STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - SEPTEMBER - DECEMBER, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Client Evaluations/Comment Cards: Copps Coliseum

MOVED by Mr. Kay, seconded by Mr. DiIanni that

THE CLIENT EVALUATIONS/COMMENT CARDS PRESENTED BY THE DIRECTOR OF COPPS COLISEUM BE RECEIVED.

MOTION CARRIED.

6. New Business

6.1 N.B.A. Basketball

In response to queries regarding the potential success of the N.B.A. Exhibition Basketball game between the Atlanta Hawks and the Minnesota Timberwolves scheduled October 13, 1990, the Director of Marketing and Sales reported that the promoter hoped for a 6,000 attendance figure (at best). After noting that ticket prices were relatively expensive, Alderman Gallagher cautioned that ticket prices for all H.E.C.F.I. events should be geared to Hamilton's market.

6.2 Modification Required for Thermal Cool Storage Retrofit: Acceptance of Tender - C.U.P.

MOVED by Alderman Gallagher, seconded by Mr. Levitt that

1. **THE QUOTATION SUBMITTED BY UNION BOILER COMPANY OF HAMILTON LTD. FOR THE PROVISION OF A BUILDING AUTOMATION AND DIRECT DIGITAL CONTROL SYSTEM WITH ASSOCIATED MODIFICATIONS, AT THE TOTAL COST OF $87,736.20. BE ACCEPTED; and**

2. **THAT H.E.C.F.I. MAKE APPLICATION TO THE THERMAL STORAGE RETROFIT PROGRAMME OFFERED BY ONTARIO HYDRO FOR AN INCENTIVE GRANT OF $32,000. TOWARDS THE COST OF THE AFOREMENTIONED PROJECT; and**

3. **THAT THE COST OF THE PROJECT BE FINANCED FROM CENTRAL UTILITIES PLANT CAPITAL BUDGET ACCOUNT NOS. CF 5200 929041001 AND CF 5698 928851001 IN THE AMOUNT OF $70,000. AND $17,736.20. RESPECTIVELY.**

MOTION CARRIED.

6.3 Donated Wine : (i) Junior Achievement
(ii) The Canadian Diary Cycling Challenge

MOVED by Alderman Gallagher, seconded by Mr. Mr. Levitt that

DONATED WINE (TWO BOTTLES PER TABLE) BE SERVED AT THE JUNIOR ACHIEVEMENT DINNER, OCTOBER 17, 1990, AND THE CANADIAN DIARY CYCLING CHALLENGE DINNER, SEPTEMBER 27, 1990, SUBJECT TO MANAGEMENT'S VERIFICATION THAT H.E.C.F.I. GUIDELINES ARE MET.

MOTION CARRIED.

7. Other Business

7.1 Tour of the Central Utilities Plant

It was agreed that tours of the Central Utilities Plant, including all H.E.C.F.I. facilities will be conducted for Committee Members. The first tour will take place at the Central Utilities Plant, immediately prior to the next Committee meeting, October 24, 1990, at 11:30 a.m.; lunch and the regularly scheduled Committee Meeting will follow in the Hamilton Room, Copps Coliseum. Subsequent tours of each of the facilities will take place prior to subsequent Committee meetings.

8. Date of Next Meeting

Please Note that a Tour of the Central Utilities Plant will take place at 11:30 a.m.

October 24, 1990
12:30 P.M.
Copps Coliseum, Hamilton Room

9. In-Camera Motions

The following motions were carried during the In-Camera Session:

THE IN-CAMERA SESSION BE CONVENED AT 1:46 P.M.

1. **THAT A PATRON SURCHARGE OF $.50 PER TICKET BE LEVIED ON TICKET ADMISSIONS TO COPPS COLISEUM IN RESPECT OF NEW CONTRACTS BEING NEGOTIATED FOR EVENTS COMMENCING ON OR AFTER NOVEMBER 1, 1990; and**

2. **THAT ADMISSION TICKET PRICES UNDER $10. BE EXEMPTED FROM THE PATRON SURCHARGE OF $.50 PER TICKET; and**

3. **THAT THE RECEIPTS FROM THIS PATRON SURCHARGE BE RECORDED IN A SEPARATE TICKET SURCHARGE RESERVE ACCOUNT FOR COPPS COLISEUM TO BE UTILIZED TO FINANCE MAJOR BUILDING REPAIRS, CAPITAL IMPROVEMENTS AND REPLACEMENTS TO COPPS COLISEUM.**

THAT THE DIRECTOR OF OPERATIONS BE DIRECTED TO PROVIDE AN INVENTORY CONTROL REPORT, INCLUDING REPLACEMENT GUIDELINES, IN RESPECT OF THE PROPOSED CONTRACT FOR THE SUPPLY OF LINENS ON A RENTAL BASIS. (Hamilton Convention Centre)

THAT THE MINUTES OF THE JULY 25, 1990 IN-CAMERA SESSION BE APPROVED.

THAT THE SEPTEMBER 19, 1990 REPORT, HAMILTON PLACE - ASBESTOS ABATEMENT BE RECEIVED.

THAT THE REPORT, NOTICE OF HEARING - LIQUOR LICENCE BOARD OF ONTARIO, DATED SEPTEMBER 17, 1990 BE RECEIVED.

THAT THE DIRECTORS' REPORTS FROM THE DIRECTORS OF COPPS COLISEUM AND HAMILTON PLACE BE RECEIVED AS WELL AS THE REPORT FROM THE MANAGER OF OPERATIONS, HAMILTON CONVENTION CENTRE.

THAT THE REPORT, STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM - SEPTEMBER - DECEMBER, 1990 BE RECEIVED.

THAT MANAGEMENT BE AUTHORIZED TO COMMENCE NEGOTIATIONS WITH THE PROMOTERS OF THE WORLD BASKETBALL LEAGUE BASED ON THE PROPOSED TERMS AND CONDITIONS DOCUMENTED IN THE SEPTEMBER 25, 1990 REPORT.

THAT THE IN-CAMERA SESSION ADJOURN AT 2:48 P.M.

10. Adjournment

MOVED by Mr. Levitt, seconded by Alderman Merling that

THE REGULAR SESSION ADJOURN AT 1:45 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Alderman T. Murray, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.3 Marketing and Sales Committee Fifth Report

MARKETING AND SALES COMMITTEE FIFTH REPORT OF 1990

The Marketing and Sales Committee presents if **FIFTH** Report from its meeting held October 26, 1990 and respectfully recommends the following:

1. Monthly Parking : Citizen Board Members

THAT IN LIEU OF MONTHLY PARKING PASSES, AN ALTERNATE METHOD OF REIMBURSEMENT OF PARKING COSTS INCURRED BY CITIZEN BOARD MEMBERS BE ADOPTED.

Note: The foregoing motion was carried following discussion of a report outlining the Board/Committee budget breakdown. It was suggested that Board Members could either be provided with a number of parking coupons which could be used as required (and replenished by H.E.C.F.I. when required) or to return to the system of obtaining an endorsement on the individual parking chits. The Parking Authority has advised that the existing numbers allocated to Board Members can be maintained, making it possible for Board Members to sign parking chits when leaving the parking lot, as is currently done. Applicable parking charges will subsequently be charged back to H.E.C.F.I. on a user basis rather than a monthly basis.

The following items were received/reviewed by the Committee and are presented to the Board for information:

(i) Correspondence.

(ii) Report : Comparison of Facility Costs : Ontario Performing Arts Theatres (copy attached to the Finance and Administration report). The Committee directed that Mr. Burrows be instructed to pursue the attainment of the actual settlement figures for selected attractions featured in at least three of the six theatres during the same fiscal year, as outlined in the October 18th report.

Further discussion of various facility costs resulted in the Committee's direction that staff "**present a report to the next Marketing and Sales Committee meeting which provides an overview of the current house programmes and subscription mailing list functions, including costs (staff time included); alternative services; benefits; and the feasibility/cost effectiveness of tendering the service(s) to outside agencies.**"

(iii) Report : Status Report on Confirmed Events/Performances at Copps Coliseum - October, 1990 to January, 1991 and Upcoming Promotions and Co-Promotions, Hamilton Place.

(iv) Report : Board/Committees Budget Breakdown.

(v) A Budget Workshop will be scheduled to take place following the next Marketing and Sales Committee meeting.

(vi) The Director of Marketing and Sales will join the City and Regional bid committee in its efforts to attract the Ontario Liberal Leadership Convention to Hamilton.

Respectfully submitted,

Mrs. Mary Dow, Chairman

Patricia Bennett, Secretary

HollisCommunicationsInc

October 12, 1990

Ms. Cheryl Bogie
Administrative Assistant
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Cheryl:

I can't believe it's over!! The week after the race was my vacation and it took me about that long to recover.

You were truly a star from the moment we met, right up to the last gruelling day of the event and I wanted to take a moment to say thank you for all of your help.

Your assistance with the Media Reception invititations and VIP invitations was invaluable. Liz and I would have really been in a bind without your help that fateful day.

If you ever decide to come into Toronto, please give us a call. There a quite a few oriental shops in our area (temptation!!!).

Sincerely,

Jamie Nishino

/jn

Hollis Communications Inc. 495 King Street West, Suite 200, Toronto, Ontario M5V 1K4 • Telephone (416) 340-1801 • Fax (416) 340-1799

cc: B. Snetsinger

HollisCommunicationsInc.

October 12, 1990

Ms. Robin Laking
Events Manager
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Robin:

I would like to take this opportunity to thank you and the Hamilton Convention Centre for all of your help in making the Canadian Dairy Cycling Challenge such a success.

It was a pleasure to have had the opportunity to work with a professional such as yourself. It made our jobs that much easier and we appreciate all of your efforts.

Your assistance with the preparations in the Convention Centre was invaluable. I am aware of how busy your schedule was at that time and I have to commend you on a job well done.

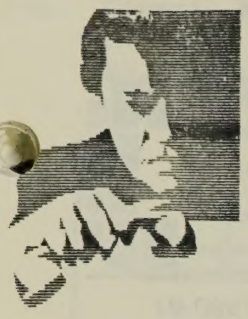
Once again Robin, thank you.

Sincerely,

Jamie Nishino

/jn

Hollis Communications Inc. 495 King Street West, Suite 200, Toronto, Ontario M5V 1K4 • Telephone (416) 340-1801 • Fax (416) 340-1799



CRIME STOPPERS

of Hamilton-Wentworth Inc.
P.O. Box 1060, Station A
Hamilton, Ontario, Canada
L8N 4C1
(416) 522-4925 Ext. 365

CRIME STOPPERS CSI INTERNATIONAL

Chairman
Paul Lakin, C.A.

Police Co-ordinator
Sgt. Vic Rees

Committee
Sgt. Herb Allen
Joan Berta
Raymond Berta
David R. Binns
Arthur Burns
Michael Conoley
Mark Eckebrecht
Jack Jones
Dilna Khory
[illegible]n Lakin
Robert Stirling
Philip Winer

October 15, 1990

Mr. Gabe Macaluso
Director/Chief Executive Officer
H.E.C.F.I.
101 York Boulevard
HAMILTON, Ontario
L8R 3L4

Dear Gabe:

I believe you are probably aware that our Crime Stopper International Conference was held in Hamilton during the period September 22 to 26, 1990. I am delighted to report that the support we received from the Convention Centre staff made our conference a complete success. Sal Farrauto, Robin Laking, Bruce McCrady, Peter Kopatch, Frank Wilson and Karen Dowhan were superb in their delivery of service to us during the conference. They operated well above the call of duty and should be congratulated.

Best personal regards,

Joan Berta

Joan Berta, Chairman, Hamilton-Wentworth Crime Stoppers

Paul S. Lakin, 11th Annual Crime Stoppers Conference Chairman

ROTARY INTERNATIONAL

USCB ZONE 2
1990 INSTITUTE
HAMILTON, ONTARIO
SEPTEMBER 13, 14, 15, 16, 1990

Honour Rotary with Faith and Enthusiasm — Valorisez le Rotary avec foi et enthousiasme, R.I. Theme 1990-91

September 27, 1990

Mr. Gabe Macaluso
Managing Director and C.E.O.
H.E.C.F.I.
101 York Blvd.
Hamilton, Ont.
L8R 3L4

Dear Gabe:

This is a brief but sincere note to say thank you very much for the special arrangements that were made in regard to Mr. Walter Gouge, one of the principal speakers at our recent Zone Two Institute.

Mr. Vince Guglielmo from your organization went out of his way to meet Mr. Gouge at the Royal Connaught Hotel and to give him a tour of the downtown and, in particular of course, the special facilities that are under the umbrella of H.E.C.F.I. He was impressed and grateful and so am I.

He is one of the major supporters and "missionaries" for the now important international hunger project based in New York.

I repeat then our thanks to you and to the specific individuals involved.

Yours sincerely,

John I. Frid
General Chairman

GENERAL CHAIRMAN
PAST DISTRICT GOVERNOR
JOHN I. FRID
Tel. (416) 529-1088
Fax (416) 528-4113

CORRESPONDENCE
ROTARY INTERNATIONAL ZONE 2
The Royal Connaught Hotel, Suite 209
112 King St. E., Hamilton, Ont. L8N 1A8
Tel. (416) 522-4588 Fax (416) 522-6735

CONVENOR
R.I. VICE PRESIDENT (1989-90)
G. H. "CURLY" GALBRAITH
Tel. (403) 242-6301
Fax (403) 242-9014

cc. Council Members)
Mr. Gabe Macaluso, Man. Dir. - H.E.C.F.I.)
Mr. [illegible] Ghanem, Comm. of Econ. Develop.)

AUG 30 1990

from Mayor Robert Morrow, Augsut 31st, 1990

CANADIAN SOCIETY OF ASSOCIATION EXECUTIVES
SOCIÉTÉ CANADIENNE DES DIRECTEURS D'ASSOCIATION

CC: HECFI STAFF

August 27, 1990

His Worship, Mayor Robert Morrow
City Hall
Hamilton, Ontario

Dear Mayor Morrow:

Congratulations !! Hamilton played host to the most successful CSAE Conference ever held.

On behalf of the CSAE Board, and the staff, I want to convey my sincere thanks to you for your support of the 1990 CSAE Conference. You and the people of Hamilton should be proud of your accomplishments. Everyone worked together to make this conference an exciting and valuable experience for all involved.

Delegates who attended the 1990 Conference were made to feel welcome in your city from the moment they arrived, and they enjoyed their visit immensely. There is no doubt in my mind that many of them will return.

We appreciate you taking the time to bring greetings to our delegates and for participating in the ceremonies.

It has been a pleasure meeting and working with the people of Hamilton-Wentworth.

Kindest personal regards,

Jack F. Shand, C.A.E.
President

cc: Ken Graydon, Chairman of the Board, 1989-90
Alasdair McKichan, Chairman of the Board, 1990-91

45 est, rue Charles Street East, Suite 603 / Toronto, Ontario M4Y 1S2 / Tel.-Tél. 416-926-8700 / FAX 416-924-4273

CIM

29th ANNUAL CONFERENCE OF METALLURGISTS

Hamilton, Ontario, Canada
August 26-30, 1990

September 16, 1990

GENERAL ORGANIZING CHAIRMAN:
Dr. D.A.R. Kay
McMaster University
(416) 525-9140, Ext. 4975
FAX: (416) 546-1511

REGISTRATION:
Mrs. E.A. Thomas
McMaster University
(416) 525-9140, Ext. 4975
FAX: (416) 546-1511

TECHNICAL PROGRAM:
Dr. G.A. Irons
McMaster University
(416) 525-9140, Ext. 4974

POSTER SESSION:
Dr. A. Petric
McMaster University
(416) 525-9140, Ext. 7242

WORKSHOPS/SHORT COURSES:
Mrs. O. Delvecchio
Stelco Inc.
(416) 528-2511, Ext. 4262

INDUSTRIAL TOURS:
Mr. D.H. Samson
Dofasco Inc. (416) 681-7781
Mr. K. Canfor
Dofasco Inc. (416) 548-4109

TECHNICAL SERVICES:
Mr. M. Van Ousten
McMaster University
(416) 525-9140, Ext. 4988

ARRANGEMENTS:
Mrs. M. Cooper
McMaster University
(416) 525-9140, Ext. 4288

COMPANIONS' PROGRAM:
Mrs. C. Towers
Dofasco Inc.
(416) 544-3761, Ext. 3343

CONFERENCE TREASURER:
Mrs. M.A. Hazlewood
McMaster University
(416) 525-9140, Ext. 3097

INDUSTRIAL EXHIBITS:
Mr. J. Gaydos
CIM Secretariat
(514) 939-2710
FAX: (514) 939-2714

METSOC TREASURER:
Dr. J.I. Dickson
École Polytechnique
(514) 340-4963

METSOC SECRETARY:
Dr. J.A. Cameron
Queen's University
(613) 545-2758

Mr. Peter Kazmer, Manager
Barnes Security Services (1987) Ltd
447 Main St. East
Hamilton, Ontario
L8N 1K1

Dear Mr. Kazmer,

Thank you for your letter in connection with the security incident during our Conference at the Hamilton Convention Centre. A copy of the report submitted to me at the Convention Centre regarding the events as they happened, was given to Mr. Brad Thomas for his review. Mr. and Mrs. Thomas, immediately following the Conference were on vacation for almost two weeks and I was only able last week to discuss the report. Mr. Thomas has indicated that the contents of that report were a reasonable explanation of the activities that evening and we have nothing further to add. It was an unfortunate occurrence, caused by someone's lack of judgement; I am sure you can understand our position in such circumstances.

We thank you for your immediate attention and for the follow-up action in this particular matter. With the exception of that one incident, our Conference went off without a hitch, with the most fantastic cooperation and attention to detail provided by the Convention Centre staff.

Once again, our thanks for your follow up and for the provision of the report.

Yours sincerely,

M Cooper

(Mrs.) Murlis Cooper
Arrangements Chairman,

/mc
cc: Mrs. I. Gaudet

The Society of
Management Accountants of Canada

La Société des
comptables en management du Canada

CMA
Certified Management Accountant
Comptable en management accrédité

Date: October 3, 1990

To: Mr. G. Macaluso
Managing Director/CEO
HECFI

From: Mary Dow
Chairman
Marketing & Sales Committee

Gabe, I must commend Pat, Barry and yourself on the efficiency and timeliness in not only providing instructions on the follow-up items from September 28 Marketing and Sales Committee meeting but also the in-camera and regular minutes. I note the package was in the mail on September 29 and I received the information on October 2. I did not expect such a tremendous turn-around time but it is welcome.

It is a pleasure to work with staff who are and provide information in a business-like manner, are business oriented and competent.

A number of the HECFI committee members have expressed their appreciation on my introduction and use of the information/action format to the marketing and sales agendas. Comments indicate this format (which is a standard in many professional agendas) has considerably streamlined the agenda content by prioritizing the key items. The staff's co-operation with the initial set-up of this format is appreciated.

Mary

c.c. Chairman J. Gallagher
HECFI Board of Directors

Note: I will be in touch later to-day to review and set-up a [illegible] if necessary, to discuss the content.

CHART YOUR COURSE
CAP SUR L'AVENIR
Congrès National Conference
July 3,4,5 juillet 1991 Halifax

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

REPORT TO MARKETING AND SALES COMMITTEE

REPORT TO: Marketing and Sales Committee
Attn: Ms. Pat Bennett, Legislative Assistant

FROM: Mr. Barry Snetsinger
Director of Marketing and Sales, HECFI

COPY TO: Ms. Leslee Stewart, Sales Executive, Copps Coliseum

DATE: 16 October 1990

RE: **STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - OCTOBER, 1990 TO JANUARY, 1991**

October, 1990

11 Confirmed Events/Performing

1. Dukes vs. Belleville
: October 4

2. Dukes vs. Detroit
: October 7

3. Dukes vs. Windsor
: October 9

4. Dukes vs. Cornwall
: October 11

5. Kiss Concert (CPI)
: October 12

6. NBA Pre-Season Exhibition Game
: October 13

7. Dukes vs. Ottawa
: October 14

8. Dukes vs. Sudbury
: October 18

9. 5th Annual Revival Hockey Tournament (John Sharpe)
: October 19, 20

10. Dukes vs. Oshawa
: October 25

November, 1990

10 Confirmed Events/Performances

1. Dukes vs. Niagara Falls
: November 1

2. Dukes vs. Detroit
: November 3

3. Hamilton International Auto Show
: November 8 - 11

4. Dukes vs. London
: November 15

5. Dukes vs. Windsor
: November 18

6. Dukes vs. Kitchener
: November 22

7. Dukes vs. Owen Sound
: November 29

December, 1990

6 Confirmed Events

1. Dukes vs. Niagara Falls
: December 2

2. Dukes vs. Kitchener
: December 9

3. Dukes vs. London
: December 13

4. Dukes vs. Niagara Fall
: December 16

5. Dukes vs. Owen Sound
: December 20

6. Harlem Globetrotters
: December 26

January 1991

7 Confirmed Events

1. 1991 Hamilton Spectator Indoor Games
: 10, 11

2. Landscape Ontario Convention
: 15, 16, 17

3. "WWF" Wrestling
: January 25

4. Winterfest '91
: January 26

Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

UPDATE

UPCOMING PROMOTIONS AND CO-PROMOTIONS, HAMILTON PLACE

DATE	SHOW	RECOMMENDATION	CONTRACT STATUS	RATIONALE
Oct. 18,19	DAVE ALLEN	Yes	Contracted June 20/90	Two sold-out shows on previous engagement; virtually guaranteed against loss. Unusual terms: first money to all local costs including min. rent ($2310) to Hamilton Place & promoter's profit; thereafter, 88% to Dave Allen, 12% to be shared by Promoter and Hamilton Place.
Nov. 28	ROYAL WINNIPEG BALLET	Yes	Contract Signed	This company was last here in 1974. This company is considered a world-class medium-sized dance group with a high level of visibility. The ticket prices are considered very reasonable at $16, $18 and $20. They're main work, based on Anne of Green Gables, is expected to be a big draw. First money including all local costs of $17,000 to Hamilton Place: 2nd money of $10,000 to RWB with a 60/40 split thereafter.

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: **MARKETING AND SALES COMMITTEE**

FROM: Mr. G. Macaluso
Managing Director/CEO

Mr. J.A. Leuser, C.A.
Director of Finance and Administration

DATE: October 4, 1990

SUBJECT: **ADMINISTRATIVE - BOARD/COMMITTEES BUDGET BREAKDOWN**

RECOMMENDATION

That the report breakdown on the $174,140 budget section for Administrative - Board/Committees for 1990 be received for information.

BACKGROUND

At the September 28, 1990 meeting of the Marketing and Sales Committee, the Committee Members requested a breakdown of the $174,140 budget section for Administrative - Board/Committees.

Attached is the requested breakdown.

Gabe Macaluso
Mr. G. Macaluso
Managing Director/CEO

John A. Leuser
Mr. J. A. Leuser, C.A.
Director of Finance and Administration

/dcr

Attachment

BREAKDOWN OF 1990 BUDGET FOR ADMINISTRATIVE - BOARD/COMMITTEE

Salaries	$73,240	- for the following two positions: Board Secretary/Legislative Asst. Secretary to the Board Secretary/ Legislative Asst.
Salaries - Agencies	1,000	- temporary manpower services to cover for vacation period of Secretary.
Employee Benefit costs	12,000	- relates to the two full-time positions and includes: Pensions-OMERS C.P.P. & U.I.C Employer Health Tax Blue Cross Group Life Insurance Long Term Disability
Directors & Officers Liability Insurance	9,000	- covers any claim or action arising from any negligent act, error or omission or breach of duty by a Director or Officer. The coverage limit is $2,000,000 with a $5,000 deductible.
Meetings - Board/Committees	$14,000	- covers food and beverage requirements and parking for Citizen Members of the Board.
Hamilton Room/ Corporate Box	2,500	- covers food and beverage costs during events/performances on behalf of the Board.
Travelling	5,000	- This is an allocation for Boardmembers' travel.
Training courses	300	- An allowance for the two full-time staff persons.
Entertainment,Meetings and Receptions	$10,000	- covers the cost of buying dinner tickets to outside organizations.
Staff Relations/ Promotions	5,000	- primarily relates to the cost of subsidizing the cost of the annual Christmas party. Due to budget restraints in 1990, this has been cut for 1990.

Professional Fees	10,000	- covers the cost of legal counsel requested by the Board to be in attendance at Board or Committee meetings.
Office Supplies	7,000	- covers the cost of paper and supplies related to the Committee and the Board.
Postage	7,000	- covers the cost of postage and also courier charges related to the Committees and the Board.
Subscriptions & Memberships	230	- relates to the Board Secretary/ Legislative Asst.
Operating Purchases/ Services	2,250	- relates to the cost of providing parking for the Board Secretary/ Legislative Assistant at $75 per month. In addition, this account is used for miscellaneous items such as the cost of sending flowers or a donation on behalf of the Board for whatever reason.
Telephone	720	- relates to the two full-time staff persons.
Rent-Office Equipment	12,400	- relates to the cost of leasing (including maintenance) of a photocopier and also a micro-computer and printer for each of the two full-time persons.
Office Equipment	2,500	- relates to the two full-time staff persons.

Budget Total for 1990	**$174,140**	

Committee Reports/Minutes

5.3.1 Marketing and Sales Committee Minutes of September 28, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MARKETING AND SALES COMMITTEE

Friday, September 28, 1990
8:00 a.m.
Hamilton Convention Centre, Room 314

REGULAR MINUTES

PRESENT:	Mrs. M. Dow, Chairman Mr. M. Ryder, Vice-Chairman Alderman J. Gallagher Alderman D. Agostino Mr. W. Tidball
ALSO PRESENT:	Mr. G. Macaluso Mr. B. Snetsinger Mr. J. Leuser Mr. R. Ellison
REGRETS:	Alderman D. Drury Mayor R. Morrow

1. Chairman's Remarks

2. Correspondence

Discussion took place regarding the comments contained in the August 22, 1990 correspondence from the Canadian Chamber of Commerce in respect of the Wentworth Room. It was acknowledged that the space required enhancement for certain functions but also that its primary use was/is intended for trade shows. The Chairman suggested that management consult with an interior designer (at no cost to H.E.C.F.I.).

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE CORRESPONDENCE BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

3. Minutes of Regular Session July 27, 1990

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE MINUTES OF JULY 27, 1990 REGULAR SESSION BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Half-Price Tickets

The September 18th, report, Discount Tickets which endorsed the development of a discount ticket policy as part of the 1991 Marketing and Sales Plan was received. It was

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE REPORT, DISCOUNT TICKETS, BE RECEIVED.

MOTION CARRIED.

4.2 Hamilton Place Theatre Theme Night Cost Benefit Analysis

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE REPORT, HAMILTON PLACE THEATRE THEME NIGHT COST/BENEFIT ANALYSIS, BE RECEIVED.

MOTION CARRIED.

5. Reports

5.1 Future Confirmed Events/Bookings

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE REPORTS, STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - SEPTEMBER - DECEMBER, 1990, AND UPCOMING PROMOTIONS AND CO-PROMOTIONS, HAMILTON PLACE BE RECEIVED.

MOTION CARRIED.

6. New Business

7. Other Business

7.1 1989 Annual Report

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE 1989 ANNUAL REPORT BE RECEIVED AS INFORMATION.

MOTION CARRIED.

7.2 Future Use of Studio Theatre

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE SEPTEMBER 19, 1990 REPORT, STUDIO THEATRE ALTERNATIVE USES, BE RECEIVED.

MOTION CARRIED.

Mrs. Dow recommended that the Studio Theatre be included as a lecture hall (for professional development workshops or for seminar purposes) in H.E.C.F.I.'s marketing strategy for convention business.

8. Date of Next Meeting

Friday, October 26, 1990
8:00 A.M.
Hamilton Place Board Room

9. In-Camera Motions

THE IN-CAMERA SESSION BE CONVENED AT 8:10 A.M.

THE IN-CAMERA MINUTES OF JULY 27, 1990 BE APPROVED.

THE REPORT, ANALYSIS OF VARIABLE AND FIXED COSTS : HAMILTON CONVENTION CENTRE BE RECEIVED FOR INFORMATION.

THE REPORT, ANALYSIS OF VARIABLE AND FIXED COSTS : COPPS COLISEUM BE RECEIVED FOR INFORMATION.

THE REPORT FROM THE DIRECTOR OF MARKETING AND SALES FOR AUGUST AND SEPTEMBER, 1990 BE RECEIVED.

THE SALES REPORT - JULY/AUGUST, 1990, BE RECEIVED.

THE REPORTS, STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM - SEPTEMBER - DECEMBER, 1990; THE SIX MONTH DEFINITE/TENTATIVE BOOKINGS REPORT, HAMILTON CONVENTION CENTRE; AND THE MONTHLY CALENDAR, HAMILTON PLACE, BE RECEIVED.

THE SEPTEMBER 27TH REPORT REGARDING THE WORLD BASKETBALL LEAGUE BE RECEIVED FOR INFORMATION.

THE SEPTEMBER 27, 1990 REPORT REGARDING N.B.A. EXHIBITION BASKETBALL BE RECEIVED FOR INFORMATION.

THE IN-CAMERA SESSION BE ADJOURNED AT 9:30 A.M.

9. Adjournment

MOVED by Alderman Agostino, seconded by Mr. Tidball that

THE MEETING BE ADJOURNED AT 9:45 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Mrs. Mary Dow, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.4 Hamilton Place Task Force Fifth, Sixth, Seventh, Eighth, Ninth Reports

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF SEPTEMBER 26, 1990

The Hamilton Place Task Force presents its **FIFTH** Report and respectfully submits the following for information:

1. Minutes of September 5, 1990

The minutes of the Hamilton Place Task Force of its meeting on September 5, 1990 are attached for information as **Schedule "A"**.

2. Business Arising from Minutes - Mandate and Terms of Reference - Hamilton Place Task Force

The Committee discussed and made further revisions to a draft mandate and index which outlined some of the issues to be discussed in the final report.

3.1 Other Business - Financial Information for the period 1973-1989

The financial information provided by Mr. John Leuser, Director of Finance and Administration, herein attached as **Schedule "B"**, stated that the budgeted municipal funding for 1990, exclusive of C.U.P. charges is at approximately the same level as that shown for 1989.

3.2 Other Business - Executive Summary re Economic Impact of the Arts on the Regional Municipality of Hamilton-Wentworth

The Committee reviewed the Executive Summary on the Economic Impact of the Arts on the Region. The Summary is attached as **Schedule "C"**.

4. Date of Next Meeting

The Committee will meet Wednesday, October 10, 1990 at 4:30 p.m.

RESPECTFULLY SUBMITTED

"Wm Tidball" per JMills

WILLIAM TIDBALL, VICE-CHAIRMAN
HAMILTON PLACE TASK FORCE

JMills

JOAN MILLS
TASK FORCE SECRETARY

"A"

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force Meeting of September 5, 1990

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, September 5, 1990
4:30 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Ms. C. Hamilton, Geritol Follies
Mr. G. Davis, Regional Finance
Mr. J. Hammond, Hamilton and Region Arts Council
Mr. P. Mandia, Theatre Aquarius

ALSO PRESENT: Mr. G. Macaluso, Managing Director/CEO, HECFI
Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)

1. Chairman's Remarks

The Chairman and Task Force Members welcomed Mr. Peter Mandia, Executive and Artistic Director of Theatre Aquarius, to the meeting. The Chairman advised that the Task Force meetings will extend to November 1, 1990.

2. Minutes of August 23, 1990

It was

MOVED by Ms. York, seconded by Mr. Holgersen

THAT THE MINUTES OF THE HAMILTON PLACE TASK FORCE OF ITS MEETING ON AUGUST 23, 1990 BE APPROVED.

MOTION CARRIED.

3.1 Business Arising from Minutes
Hamilton Place Task Force Terms of Reference

The Committee discussed the formation of a draft mandate. The Committee also discussed and expanded upon the draft index prepared by the secretary, which outlined some of the issues to be discussed in the final report. Included were the mandate, historical perspective, rental rates, programming, scheduling, financial analysis and economic impact, facility use, food and beverage, co-promotions, funding for the arts.

The Committee was provided with a copy of Bill Pr29 (1982), Hamilton Place Programme Policy and Preliminary Programming Guidelines. Mr. John Leuser, Director of Finance and Administration, was requested to provide historical financial information on the operation of Hamilton Place Theatre back to 1973. The Committee requested that they be provided with statistics on the economic impact of the arts and also the brochures and/or pamphlets that the Regional Economic Department prepare. The secretary was requested to locate a copy of Bill Pr29 (1972) and provide a copy to each member of the Task Force, together with a revision of the draft index.

3.2 Business Arising from Minutes -
Financial Impact of Arts Groups
being charged Commercial Rates

The Committee recalled that at the Hamilton Place Task Force meeting of August 23, 1990, the Committee had requested a report quantifying what the financial impact would have been if the arts groups had been charged commercial rates. The report outlined the following:

Office rental rates in 1990 are under market rates by	$11,508.84
Rental revenues for the Great Hall and Studio Theatre would have increased by $77,749 if commercial rates had been charged various arts groups	**$77,749.00**
TOTAL APPROXIMATE IMPACT	**$89,257.84**

It was

MOVED by Mr. C. Renaud, seconded by Mr. B. Tidball

THAT THE REPORT RELATIVE TO THE FINANCIAL IMPACT OF ARTS GROUPS BEING CHARGED COMMERCIAL RATES BE RECEIVED AS INFORMATION.

MOTION CARRIED.

4. Other Business

nil

5. Date of Next Meeting(s)

Wednesday, September 26, 1990 @ 4:30 p.m.

6. Adjournment

It was

MOVED by Mr. Tidball, seconded by Mr. Renaud

THAT THE MEETING BE ADJOURNED. (6:55 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

"B"

[redacted]

Hamilton Place Task Force

Subject: Financial Information for the Period 1973 - 1989

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: **HAMILTON PLACE TASK FORCE**

FROM: Mr. John A. Leuser, C.A.
Director of Finance
and Administration

DATE: September 17, 1990

SUBJECT: **FINANCE INFORMATION FOR THE PERIOD OF 1973 - 1989**

RECOMMENDATION

That the report on financial information for the period of 1973 to 1989 be received for information.

BACKGROUND

The Hamilton Place Task Force at its meeting on September 5, 1990 requested historical financial information on the operation of Hamilton Place Theatre.

On Schedule 1 (attached) is a financial summary since 1973 of the operation of Hamilton Place Theatre.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachment

Schedule 1

HAMILTON PLACE THEATRE

Year	Total Revenue	Total Expeditures	Municipal Funding Requirement Including Surplus <Deficit> for the Year
1973 (short year)	90,110 (1)	554,441 (1)	464,331
1974	230,355 (1)	1,223,165 (1)	992,810
1975	491,234 (1)	1,292,500 (1)	801,266
1976	556,945 (1)	1,405,237 (1)	848,292
1977	490,844 (1)	1,299,270 (1)	808,426
1978	324,405 (1)	1,254,840 (1)	930,435
1979	687,816 (1)	1,327,534 (1)	639,718
1980	1,147,987 (1)	1,634,764 (1)	486,777
1981	1,023,729 (1)	1,755,997 (1)	732,268
1982	869,528 (1)	1,765,633 (1)	896,105
1983	588,391 (1)	1,429,547 (1)	841,156
1984	726,522 (1)	1,396,550 (1)	670,028
1985	928,124 (1)	1,463,983 (1)	535,859
1986	1,791,432	2,678,178	886,746
1987	1,911,960	2,852,956	940,996
1988	1,625,500	2,565,012	939,512
1989	1,689,367	3,126,279	1,436,912 (2)

...see following page

(1) In the years 1973 - 1985, the following were recorded net of expenses:

- Bar operations
- Event charges (i.e. advertising, IATSE and miscellaneous direct show costs) recovered from clients

This past accounting practice serves to significantly reduce both revenues and expenditures in the years in question.

(2) The funding requirement increased by $497,400 from 1988 to 1989 due primarily to an increase in net show losses incurred in respect of events promoted or co-promoted by Hamilton Place. Net show losses totalled $5,405 in 1988, while in 1989 they totalled $444,571.

Note: Interest and other debenture costs, as well as energy costs, are absorbed by the City of Hamilton and are not reflected in these numbers.

"C"

ATTACHMENT 3.6

Hamilton Place Task Force

Subject: Executive Summary re Economic Impact of the Arts on the Regional Municipality of Hamilton-Wentworth

EXECUTIVE SUMMARY

ECONOMIC IMPACT OF THE ARTS ON THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH

* The estimated total economic impact of the arts industry in Hamilton-Wentworth amounts to $64,585,000.

* Approximately 688,000 people attended the 988 cultural events staged by the thirteen arts organizations surveyed in the Hamilton-Wentworth Region.

* The study reported that 1384 volunteers participated in the thirteen arts organizations, contributing an estimated 61,600 hours of community service.

* A total of 83 full-time jobs, 33 part-time jobs, and 471 contract positions were reported by those surveyed.

METHODOLOGY

Data for the study was collected from 13 arts organizations, representing all disciplines.

Data reported was based on their most recent season (1989-90).

It was estimated that the 13 major arts organizations surveyed represent conservatively 80% of the impact of the arts on this region.

The questionnaire was adapted from one developed for the Ontario Association of Art Galleries in co-operation with the Ontario Federation of Symphony Orchestras and the Toronto Theatre Alliance.

The multiplier used to measure primary direct economic activity was 3.

The multiplier used to measure primary indirect economic activity was 3.5.

This study was commissioned by the Hamilton and Region Arts Council.

The study was completed by the McMaster MBA Small Business Consulting Service, August 13, 1990.
Faculty Advisor: Mr. Marvin Ryder

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and Convention
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Hamilton, Ontario
Canada L8R 3L4
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REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF OCTOBER 10, 1990

The Hamilton Place Task Force presents its **SIXTH** Report and respectfully recommend the following:

1. **Business Arising from Minutes - Mandate**

That the Mandate of Hamilton Place, as circulated, be approved.

Opposed: Mr. Renaud

Note: The Mandate is attached as **Schedule "A"**.

The following items are submitted for information only:

1. **Minutes of September 26, 1990**

The minutes of the Hamilton Place Task Force of its meeting on September 26, 1990 are attached for information as **Schedule "B"**.

2. **Business Arising from Minutes - Terms of Reference - Hamilton Place Task Force**

The Committee discussed and made further revisions to an index which outlined some of the issues to be discussed in the final report.

3.1 **Other Business - Correspondence**

The Committee received a copy of a memorandum from Ms. Pat Bennett, HECFI Board Secretary/Legislative Assistant regarding the Bach Elgar Choir Accounts, herein attached as **Schedule "C"**.

3.2 **Other Business - Reports**

The Committee received a copy of a report from the McMaster University Faculty of Business dated January 25, 1990 respecting a study of the economic impact of HECFI on the Region and City, herein attached as **Schedule "D"**.

The Committee also received a copy of a Final Report dated August 14, 1990 from the McMaster MBA Small Business Consulting Service which also was a study on the economic impact of the Arts on the Region and City, herein attached as **Schedule "E"**.

4. Date of Next Meeting

The Committee will meet Wednesday, October 17, 1990 at 3:00 p.m.

RESPECTFULLY SUBMITTED

Paul R. Jaggard per Jmills

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

Jmills

JOAN MILLS
TASK FORCE SECRETARY

"A"

MANDATE OF HAMILTON PLACE

The mandate of Hamilton Place is to provide the highest quality facilities and services to its users and audiences, recognizing the need for accessibility at reasonable prices and charges.

These facilities and services are to be managed with an objective of providing to its audiences balanced performing arts entertainment and educational activities of high quality, representing the total spectrum of arts and entertainment with the broadest possible audience appeal.

The management of Hamilton Place must be based on sound business and financial management principles, cognizant that assumption of reasonable risks will be necessary if the facility is to properly serve its large and diverse audience needs. The facility and its services must be managed bearing in mind that Hamilton Place was erected to serve as a cultural hub for the region. As a result, Hamilton Place must strive to foster and develop the local arts community with the consequent impact on its ability to operate as a fully-booked professional facility. Hamilton Place should endeavour to develop a partnership role with local presenting arts organizations where appropriate.

In order for Hamilton Place to provide balanced programming and foster a vibrant local arts community, it is explicitly recognized that the operation of Hamilton Place will of necessity require annual municipal contribution.

"B"

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force Meeting of September 26, 1990

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, September 26, 1990
4:30 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT: Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. G. Davis, Regional Finance

ALSO PRESENT: Mr. G. Macaluso, Managing Director/CEO, HECFI
Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Mr. P. Jaggard, Chairman (Opera Hamilton)
Ald. H. Merling (on City business)
Ms. C. Hamilton, Geritol Follies
Mr. J. Hammond, Hamilton and Region Arts Council

1. Chairman's Remarks

The meeting was chaired by Mr. William Tidball, Vice-Chairman, as Mr. Jaggard was unable to attend. The meeting commenced at 4:50 p.m.

2. Minutes of September 5, 1990

It was

MOVED by Mr. Renaud, seconded by Mr. Mandia

THAT THE MINUTES OF THE HAMILTON PLACE TASK FORCE OF ITS MEETING ON SEPTEMBER 5, 1990 BE APPROVED.

MOTION CARRIED.

3.1 Business Arising from Minutes -
Hamilton Place Mandate and Index for Report

Discussion began on the draft mandate that had been provided. Revisions were made and the Secretary was requested to distribute the further draft to the members prior to the next meeting.

The Index was discussed and the Chairman requested that the members bring draft portions of inclusions for the report to the next meeting for discussion if possible. Members were asked to formulate from their own arts organization a perspective draft re recommendations on programming, scheduling, facility use, etc.

Messrs. Davis and Leuser were requested to assist regarding the financial aspects of the report.

3.2 Financial Information for the period 1973 - 1989

The financial information was discussed by the members. Mr. John Leuser, Director of Finance and Administration, stated that the budgeted municipal funding for 1990, exclusive of C.U.P. charges is at approximately the same level as that shown for 1989. It was

MOVED by Ms. York, seconded by Mr. Holgersen

THAT THE FINANCIAL REPORT FROM THE DIRECTOR OF FINANCE AND ADMINISTRATION RELATIVE TO THE PERIOD 1973 TO 1989 BE RECEIVED AS INFORMATION.

MOTION CARRIED.

3.3 Executive Summary re Economic Impact of the Arts on the Regional Municipality of Hamilton-Wentworth

The Committee reviewed the Executive Summary on the Economic Impact of the Arts on the Region. The Secretary was requested to provide the full report of August 14, 1990 to the Chairman at the next meeting. Also requested was a copy of the January, 1989 report for the Committee's perusal. It was

MOVED by Mr. Davis, seconded by Mr. Mandia

THAT THE EXECUTIVE SUMMARY RE ECONOMIC IMPACT OF THE ARTS ON THE REGIONAL MUNICIPALITY OF HAMILTON-WENTWORTH BE RECEIVED FOR INFORMATION.

MOTION CARRIED.

4. Other Business

nil

5. Date of Next Meeting(s)

The Committee agreed to meet Wednesday, October 10, 1990 at 4:30 p.m.

6. Adjournment

It was

MOVED by Mr. Renaud, seconded by Mr. Davis

THAT THE MEETING BE ADJOURNED. (5:55 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

William Tidball, Vice-Chairman

Joan Mills, Secretary

"C"

Hamilton
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Hamilton, Ontario
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Tel. 416/546-4000
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MEMO TO: Mrs. Joan Mills
Secretary
HAMILTON PLACE TASK FORCE

COPY TO: Mr. G. Macaluso
Managing Director/CEO

FROM: Pat Bennett
Legislative Assistant

DATE: October 8, 1990

SUBJECT: **HAMILTON PLACE TASK FORCE :**
Bach Elgar Choir Accounts

At the Regular Meeting of the H.E.C.F.I. Board of Directors held September 21, 1990 the following motion was carried:

> **"That the grace period of the Bach Elgar accounts receivable be extended, without interest, until such time as the mandate of the Hamilton Place Task Force has been concluded; and**
>
> **That notice of this extension be referred to the Hamilton Place Task Force for Information."**

Will you kindly include this information in your next agenda package.

Patricia Bennett

McMASTER UNIVERSITY
Faculty of Business
1280 Main Street West
Hamilton, Ontario, Canada L8S 4M4
Telephone (416) 525-9140 Ext.
Telefax 527-0100

January 25, 1990

Hamilton Entertainment and Convention Facilities Inc.,
101 York Boulevard,
Hamilton, Ontario.
L8R 3L4
Attention: Gabe Macaluso

Dear Gabe:

You requested that I study the economic impact of H.E.C.F.I. on the Region of Hamilton-Wentworth and the City of Hamilton. This type of study is deceptively simple in its calculations and conclusions. To determine the economic impact of an entity one needs to determine two things -- the cash flow, both direct and indirect, generated by the entity and a multiplier which, when applied to the cash flow, represents the "trickle down" effect in the economy. However, determining these two numbers is not an easy task.

In determining direct cash flows I have been torn between looking at gross revenues generated by events held at the three facilities and gross revenues generated from the use of the three facilities. As an analogy, if one was trying to determine the economic impact of Ivor Wynne Stadium, should one include the revenues generated by the Hamilton Tiger-Cats. Without the facility, these revenues would not exist as the team would not exist. However, many of the team's direct revenues are generated by Tiger-Cat staff and not the stadium staff. As most activities taking place at the three H.E.C.F.I. facilities are due to the hard work of H.E.C.F.I. personnel, I have decided to include gross revenues generated by all events.

Copps Coliseum

Consulting with H.E.C.F.I. financial records, I measured direct cash inflows, none of which included provincial taxes, from four sources: gross ticket revenue, on-site food and beverage sales, souvenir and novelty sales and private box payments. While 1989 financial statements were only complete to the end of November, consulting with 1988 financial statements allowed me to extrapolate year-end figures.

Category	Contribution
Gross Ticket Revenues	$3,800,000
On-site food & beverage sales	560,000
Souvenir & novelty sales	400,000
Private Box Rental	700

Thus, for 1989, direct cash inflows to Copps Coliseum were about $4.76 million.

Indirect cash inflows are harder to measure. In thinking about sources of indirect economic activity, five categories come to mind: car transportation, parking charges, bus transportation, off-site food and beverage sales, and accommodations.

To determine a value for car transportation, H.E.C.F.I. records show that about 436,000 people attended events at Copps Coliseum. While the percentage who drive is unknown, the Hamilton Tiger-Cats know that 20-25% of their attendees use the bus. As people with Tiger-Cat tickets may ride the bus for free, this percentage would be too high to use for the Coliseum. I will assume that 10-15% of people take the bus, which leaves 85-90% of people using automobiles. I will assume 3 people per car. Thus between 130,800 and 123,533 cars were driven to Copps Coliseum events.

Most attendees come from the local Hamilton/Burlington/Wentworth area. Assuming that people drive approximately 30 kilometres from their home to an event and back, between 3.7 and 3.9 million kilometres were logged last year. Using a standard cost of $0.22 per kilometre to cover gas, car depreciation and maintenance, between $814,000 and $858,000 in car transportation charges were generated last year.

H.E.C.F.I. staff have calculated the average parking charge to be $3.00 in the surrounding parking lots. Thus the cars generated $370,600 to $392,000 in parking revenue last year.

Using the approximation from above, between 43,600 and 65,500 people use the bus to get to Coliseum events. As two one-way bus rides are generated for each event (round-trip), between 87,200 and 131,000 one-way bus rides were created. At a cost of $1.10 per bus ride, last year generated between $95,900 and $144,100 in bus transportation charges.

Even more assumptions must be made when it comes to cash inflows from accommodation charges. I assumed that as a general rule about five percent of people attending an event at Copps Coliseum would spend a night in a hotel. For some events this could be more and for others it could be less. In addition, I segregated the attendees to the Jehovah Witness conference (15,000 people for six days over three weekends) and assumed that one-quarter of the people attending each weekend would spend one night in a hotel. This gives a total number of hotel nights of 11,250 from the Jehovah Witness group and 17,000 from the remaining attendees. At the rate of $90 per night, indirect revenues from hotel accommodations were $2.54 million.

In terms of off-site food and beverage sales, my assumptions were a little more generous. I assumed that ten percent of people attending an event at Copps Coliseum would have an off-site meal. For the Jehovah Witness convention, I assumed that half the people attending would have one off-site meal during each weekend. This gave a total number of off-site meals of 22,500 from the Jehovah Witness group and 34,000 from the remaining attendees. At the rate of $20 per meal, indirect revenues from off-site meals were $1.13 million.

Thus, for a 1989, indirect cash inflows were between $4.95 million and $5.06 million.

From both direct and indirect sources, total primary economic activity generated by Copps Coliseum in 1989 was between $9.71 and $9.82 million.

Hamilton Place

Consulting with H.E.C.F.I. financial records, I measured direct cash inflows, none of which included provincial taxes, from four sources for the Studio Theatre, the Great Hall and the Piano Nobile Lounge: gross ticket revenue, on-site food and beverage sales, and souvenir and novelty sales. While 1989 financial statements were only complete to the end of November, consulting with 1988 financial statements allowed me to extrapolate year-end figures.

Category	Contribution
Gross Ticket Revenues	$4,650,000
On-site food & beverage sales	170,000
Souvenir & novelty sales	60,000

Thus, for 1989, direct cash inflows to Hamilton Place were about $4.88 million.

In thinking about sources of indirect economic activity, five categories come to mind: car transportation, parking charges, bus transportation, off-site food and beverage sales, and accommodations.

To determine a value for car transportation, H.E.C.F.I. records show that about 332,000 people attended events at Hamilton Place. While the percentage who drive is unknown, I will assume that 10-15% of people take the bus, which leaves 85-90% of people using automobiles. I will assume 3 people per car. Thus between 94,000 and 99,600 cars were driven to Hamilton Place events.

Most attendees come from the local Hamilton/Burlington/Wentworth area. Assuming that people drive approximately 30 kilometres from their home to an event and back, between 2.8 and 3.0 million kilometres were logged last year. Using a standard cost of $0.22 per kilometre to cover gas, car depreciation and maintenance, between $616,000 and $660,000 in car transportation charges were generated last year.

H.E.C.F.I. staff have calculated the average parking charge to be $3.00 in the surrounding parking lots. Thus the cars generated $282,000 to $300,000 in parking revenue last year.

Using the approximation from above, between 33,200 and 49,800 people use the bus to get to Hamilton Place events. As two one-way bus rides are generated for each event (round-trip), between 66,400 and 99,600 one-way bus rides were created. At a cost of $1.10 per bus ride, last year generated between $73,000 and $109,600 in bus transportation charges.

Again more assumptions must be made when it comes to cash inflows from accommodation charges. I assumed that as a general rule about five percent of people attending an event at Hamilton Place would spend a night in a hotel. For some events this could be more and for others it could be less. This gives a total number of hotel nights of 16,600. At the rate of $90 per night, indirect revenues from hotel accommodations were $1.49 million.

In terms of off-site food and beverage sales, my assumptions were a little more generous. I assumed that twenty percent of people attending an event at Hamilton Place would have an off-site meal. This gave a total number of off-site meals of 66,400. At the rate of $20 per meal, indirect revenues from off-site meals were $1.33 million.

Thus, for 1989, indirect cash inflows were between $3.79 million and $3.89 million.

From both direct and indirect sources, total primary economic activity generated by Hamilton Place in 1989 was between $8.67 and $8.77 million.

Convention Centre

Unlike the previous two facilities, few events at the Convention Centre have tickets sold through a box office which easily lend themselves to measures of gross revenues. Instead, consulting with H.E.C.F.I. records, I assumed direct cash inflows, none of which included provincial taxes, from four sources: conventions; trade and consumer shows; banquets, meetings and receptions; and weddings and others.

Most conventions generate a large amount of indirect revenue which is carefully measured by H.E.C.F.I. staff. The only source of direct revenue is convention fees which then get expended on other items. For the 20,900 people who attended conventions in Hamilton, one can assume a typical fee for a three-day convention to be $350. This generated $7.32 million of direct revenue.

More than 75,500 people attended consumer and trade shows held at the Convention Centre. Assuming a typical admission charge of $5.00 per person, direct revenues of $377,500 were generated. An additional direct revenue source would be space rental. Assuming 100 exhibitors per show, for four shows and an average rental fee of $300, direct revenues of $120,000 were generated.

Direct revenues from banquets, meetings and receptions are harder to calculate. Rarely does one pay to attend a meeting or a reception. Banquets can be fund-raising affairs or sponsored events. With more than 79,800 people attending these functions at the Convention Centre, these revenues are not insignificant. Assuming a similar meal rate of $20 per person as we have before, direct revenues from this source are $1.6 million.

Finally, 3,500 people attended weddings and 18,200 people attended "other" events at the Convention Centre. Again the concept of a direct revenue at a wedding is rather difficult to conceive. Still a simple allocation of $10 per person for these miscellaneous events yields $217,000 in direct revenues.

Thus, for 1989, direct cash inflows generated by the Convention Centre were about $9.63 million.

When measuring indirect economic activity generated by convention business, the following categories are used: accommodation, off-site food

and beverages, shopping and other (which includes car, parking, etc.). The staff have documented this very well and have estimated that indirect economic activity from conventions is $5.4 million in accommodation, $2.9 million in off-site food and beverages, $810,000 in shopping and $1.5 million in "other."

For the other types of convention centre events indirect economic activity will be confined to three categories: car transportation, parking charges, and bus transportation.

Consider the trade and consumer shows. With 75,500 people in attendance, we can assume that between 7,500 and 11,300 people came by bus and the remainder used between 21,400 and 22,700 cars. This gives indirect revenues from bus transportation of $16,500 to $24,900, from parking of $64,200 to $68,100 and from car transportation of $141,200 to $149,800.

Turning attention to the banquets, meetings and receptions, we note that 79,800 people were in attendance. Using the same assumptions, we can assume indirect revenues from bus transportation of $17,600 to $26,300, from parking of $67,800 to $72,000 and from car transportation of $149,200 to $158,400.

Finally, for weddings and "other" events, I will assume that no one takes the bus. Thus using the same assumptions for the 21,700 people in attendance we can assume indirect revenues from parking of $21,700 and from car transportation of $47,700.

Thus, for 1989, indirect cash inflows were between $11.1 million and $11.2 million.

From both direct and indirect sources, total primary economic activity generated by the Convention Centre in 1989 was between $20.7 and $20.8 million.

Direct and Indirect Economic Activity Generated by H.E.C.F.I.

Aggregating the three totals gives a total primary direct and indirect economic impact of between $39.1 and $39.4 million in 1989. I have not assumed that 1989 is a typical year. In fact, a strong argument can be made that both Hamilton Place and Copps Coliseum have had better years (and will again) in terms of direct gross revenues.

Of course, this primary economic activity is not the only economic impact on the Region or the City. Money spent on salaries is in turn spent on goods and services the revenues from which are in turn spent on other items. This concept is known as the trickle down effect. The Tourism and Convention Department of the Regional Municipality of Hamilton-Wentworth has found that for every dollar spent on tourism, two and one-half dollars trickle through the economy.

To find the total impact on the region, one simply multiplies primary economic activity by 3.5. So for H.E.C.F.I., the total economic impact on the region win 1989 was $136.9 to $137.9 million. In determining this

amount, an implicit assumption is that if the H.E.C.F.I. facilities did not exist, people would not spend any money on any other substitute facility in the Region.

While this assumption may be quite valid for the types of events staged at Copps Coliseum and Hamilton Place, it does not appear to be valid for some of the events staged at the Convention Centre. Certainly, there are other banquet facilities which can be used for meetings, receptions and weddings. However the total economic impact of this sub-set of events held at the Convention Centre represents only $1.0 to $1.2 million of the total economic impact.

For every $50,000 of economic activity, approximately one man-year of work is created. Thus the H.E.C.F.I. facilities generate between 2,700 and 2,800 man-years of work for the Region and the City which manifests itself both in full-time and part-time employment opportunities.

The multiplier of 3.5 implies that for every dollar spent in the region 71.5 cents trickles down to the next level. This implication has been well tested for items like accommodation, food and beverage charges, parking and parking. However, one should consider the reliability of this number as it applies to gross direct revenues from events staged at Hamilton Place or Copps Coliseum such as a concert or an OHL hockey game.

To test that implication, one can look at how the gross direct inflows are spent. Of the $563,000 from on-site food and beverage sales, $171,000 in commissions are paid to Copps Coliseum, $160,000 is spent on food supplies, $100,000 is spent on wages and $132,000 reverts to the concession owners to cover their business costs. Nearly all that money remains in the community.

However, of the $400,000 in souvenir and novelty sales, a much larger proportion leaves the community. About $58,000 in commissions are paid to Copps Coliseum and wages amount to $42,000. Leaving the Region and the City would be the $200,000 paid for the novelty/souvenir supplies and $100,000 of gross margin which is collected by the agent.

Finally, in 1989, over $4.8 million in gross ticket sales were collected by Copps Coliseum. Nearly $1.1 million was kept by it in the form of building, box office and event recovery fees. The promoter and the act are generally from outside the community and so nearly 90% of the remaining monies leave the Region. Of course, the OHL hockey team is owned locally and its revenues are kept here.

Tracking every cash stream is beyond the scope of this work. It is fair to say that for many of the events held at Copps Coliseum and Hamilton Place only 45 to 55 cents of every dollar taken in gross direct revenues trickles from the second to the third level. While this would seem to violate the earlier assumption, an interesting thing happens at the third level.

H.E.C.F.I. takes in roughly $6.7 million in various fees from its three facilities. At this point, a subsidy from the City of Hamilton is added and

then 92% of that money is spent in the community. In fact, at this level $1.25 is trickled into the economy for every dollar taken in by H.E.C.F.I.

Assuming the remaining trickle down effect follows the well-established pattern of 71.5 cents flowing down to each succeeding level, one gets a multiplier of 3.4 to 3.9 on gross direct economic activity for Copps Coliseum and Hamilton Place. Thus it appears the assumption of a 3.5 multiplier is more than justified.

Two final points should be made. First, there are an additional number of intangible benefits that do accrue to the Region and City from having the H.E.C.F.I. facilities located here. Many of these could have an economic impact but are very difficult to directly measure. For example, press coverage of the Lech Walesa Rally reached hundreds of thousand people on television. Many million have heard, read or seen news stories dealing with events held at H.E.C.F.I. facilities over the last few years. This may have an effect on people outside the area as they choose sites for conventions, places to locate businesses or homes for their families. When people outside the area are asked to list things they associate with Hamilton, Copps Coliseum and Hamilton Place are among the most frequently mentioned items. Cities without these facilities like Saskatoon or Kingston do not have the same status. Also consider the effect on morale within the city. Many events support worthy organizations or help with special charities. This, too, is an important contribution.

Second, the impact of an NHL franchise on the Region and the City cannot be overstated. While we do not have any projected revenue figures, a few simple assumptions can highlight a team's potential impact. Assuming a fifty game season at home (exhibition and regular season), average attendance of 12,000 per game, an average ticket price of $15 and other payments for food and parking of $8 per person, the team would contribute more than $14 million of direct revenues or more than $50 million in total economic activity.

I hope this report conveys my methodology in determining the economic impact of the H.E.C.F.I. facilities on the Region of Hamilton-Wentworth and the City of Hamilton. The figures cannot be exact and there is always a margin of error. Measuring the trickle-down effect is nearly impossible under the best circumstances. Likewise indirect economic activity requires making certain assumptions which are not always accurate. In assessing this work, the key is if it passes the test of reasonableness. All assumptions and numbers appear reasonable to me and I hope they appear reasonable to you.

Thanks for your interest in the McMaster School of Business and in my work. If I can be of help in the future, please do not hesitate to call me.

Yours Sincerely,

Marvin Ryder
Lecturer of Marketing and Business Policy

E

FINAL REPORT

FOR: Ms. Elizabeth Robinson
Administrative Director
Hamilton and Region Arts Council

CONSULTANTS: Lori Smurlick
Pam McKeown

FACULTY ADVISOR: Mr. M. Ryder

August 14, 1990

MCMASTER MBA SMALL BUSINESS

CONSULTING SERVICE

Hamilton, Ontario

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is sponsored by:

THE MINISTRY OF INDUSTRY,

TRADE AND TECHNOLOGY

GOVERNMENT OF ONTARIO

August 13, 1990

Hamilton and Region Arts Council
P.O. Box 2080, Stn. A
Hamilton, Ontario
Attention: Elizabeth Robinson

Dear Ms. Robinson:

You requested that we study the economic impact of the Arts on the Region of Hamilton-Wentworth and the City of Hamilton. As we have noted before, this type of study is overly simple in its calculations and conclusions. To determine the economic impact of an entity one needs to determine two things -- the cash flow, both direct and indirect, generated by the entity and a multiplier which, when applied to the cash flow, represents the "trickle down" effect in the economy. However, determining these two numbers is not an easy task.

Hamilton and Region Arts Council

Executive Summary

1. Approximately 688,000 people attended the 988 cultural events staged by the thirteen Arts organizations surveyed in the Hamilton-Wentworth Region.

2. A total of 83 full-time jobs, 33 part-time jobs, and 471 contract positions were reported by the thirteen organizations surveyed.

3. 1384 volunteers participated in the thirteen Arts organizations contributing an estimated 61,600 hours of community service to the Arts. This figure may seem low however, the sample surveyed were not representative of the population

in the area of volunteer work due to their size and ability to pay workers.

4. The estimated total economic impact of arts and cultural industries in Hamilton-Wentworth amounts to $64,585,000.

Methodology

Data for this study was collected from thirteen arts and cultural organizations, in all disciplines based on their most recent season. The organizations were chosen by Elizabeth Robinson to represent 80% of the impact of the Arts on the Hamilton-Wentworth Region. The thirteen organizations surveyed were; Art Gallery of Hamilton, Bach Elgar Choir, Creative Arts, Dundas Valley School of Arts, Hamilton and Region Arts Council, Hamilton Artists Inc., Hamilton Geritol Follies, Hamilton Philharmonic, Hamilton Place, Opera Hamilton, Textures, Theatre Aquarius and Theatre Terra Nova. The data collection process involved both phone and mail surveys. A copy of this survey may be found in Appendix 1. The reported results of the survey may be found in Appendix 2. The MBA Small Business Consulting Service revised a questionnaire previously used by the Hamilton and Region Arts Council, which was originally adapted from one developed for the Ontario Association of Art Galleries (OAAG) in co-operation with the Ontario Federation of Symphony Orchestras and Toronto Theatre Alliance.

Limitations

It is important to note that when comparing this study to the one undertaken in 1984 that the current study does not include the

Burlington area in its impact. The 1984 study surveyed approximately 75 Arts organizations while this study only considers 13. Also, one should note that Ms. Robinson has estimated the thirteen organizations as making up 80% of the impact of all the Arts organizations in Hamilton. This number has been used without question in calculating total economic impact and it is important to keep this limitation in mind when interpreting the results of this study. The groups included in this study are not mutually exclusive in their operation and thus attempts were made to avoid double-counting.

1.0 Direct Cash Inflows

Through consultation with the thirteen organizations, we measured direct cash inflows from seven sources: box office sales and receipts, fees collected (e.g. memberships, subscriptions, special courses), souvenir sales, donated funds, federal, provincial and regional or municipal government grants.

Category	Contribution
Box Office Sales and Receipts	$5,040,000
Fees Collected	751,000
Souvenir Sales	387,000
Donated Funds	2,226,000
Federal Government Grants	683,000
Provincial Government Grants	1,139,000
Regional/Municipal Govt. Grants	1,421,000

Thus, for the thirteen organizations, direct cash inflows were $11,640,000.

2.0 Indirect Cash Inflows

To estimate indirect cash inflows, five categories of economic activity were examined: car transportation, parking charges, bus transportation, off-site food and beverage sales, and accommodations.

2.1 Car Transportation and Parking

To determine a value for car and bus transportation, we began with the attendance at the events throughout the season. The survey showed this to be approximately 904,000 people. While the percentage who took a bus is unknown for some of the organizations, the Hamilton Tiger-Cats know that 15-20% of their attendees use the bus. As people with Tiger-Cat tickets may ride the bus for free, this percentage would be too high to use for the Arts events. For the organizations who were unable to estimate the number of attendees who rode the bus, we will assume that 10% of their Hamilton visitors took the bus, which left 90% using automobiles. We will assume that 3 people were in each car.

We will assume, based on the results of the survey, that 602,000 of the visitors drove from the Hamilton area and 216,000 from other parts of Ontario. Thus, 201,000 automobiles from the Hamilton area and 72,000 from other parts of Ontario were driven in total. We

calculated the average number of kilometres driven (round-trip) based on the assumption that a Hamilton visitor travelled 30 kilometres and a non-local visitor travelled 100 kilometres. Therefore, the approximate number of kilometres driven to the Arts events in Hamilton was 13,200,000.

Using an estimate of 12 kilometres per litre of gas and a rate of 53 cents per litre, gasoline purchases amounted to $583,000. For the 72,000 cars from outside the region, gasoline purchases represented the total economic impact. However, for the remaining 201,000 cars used, we considered depreciation and maintenance charges which amounted to 17.6 cents per kilometre or a total of $1,060,000.

We will assume an average parking charge of 2 dollars per car. Thus, $546,000 of indirect impact was generated in parking revenue.

2.2 Bus Transportation

Using the approximation from above, 85,000 people used the bus to get to the events. As two one-way bus rides were generated for each visit, 170,000 one-way bus rides were created. At a cost of $1.15 per bus ride, the events generated $195,500 in bus transportation charges.

2.3 Accommodation

It is estimated that 10,000 hotel or motel rooms were occupied nightly, by visitors, during the year based on the results of the survey. Any rooms filled by artists involved in the events represent secondary economic activity as part of the revenue from the event was

used to offset these expenses and are not included in this total. Rooms occupied by visitors and media represent primary economic activity. At a rate of $90 per night, indirect revenues from hotel accommodations were $900,000.

2.4 Off-site Food

In terms of off-site food and beverage sales, the following assumptions were necessary. All the visitors staying in hotels and motels (at an average of three per room) ate off-site meals of breakfast, lunch, and dinner. We believe that any economic activity generated by artists involved in the various events again represents secondary economic activity, as part of the revenue from the event was used to offset these expenses. We assumed that the three meals would amount to $50 per day. At this rate, indirect revenues from off-site meals for these people were $1,500,000.

Thus, for the thirteen organizations, indirect cash inflows were about $4,785,000.

From both direct and indirect sources, total primary economic activity generated by the thirteen organizations was $16,425,000.

3.0 Direct and Indirect Economic Activity Generated by the Arts Organizations

Of course, this primary economic activity is not the only economic impact on the Region or the City. Money spent on salaries is in turn spent on goods and services, the revenues from which are

in turn spent on other items. This concept is known as the trickle down effect. The Tourism and Convention Department of the Regional Municipality of Hamilton-Wentworth has found that for every dollar spent on tourism, two and one-half dollars trickle through the economy.

The multiplier of 3.5 implies that for every dollar spent in the region 71.5 cents trickles down to the next level. This implication has been well tested for items like accommodation, food and beverage charges, parking and car and bus transportation. However, one should consider the reliability of this number as it applies to gross direct revenues from the event.

Through analysis of the expenditures of the thirteen organizations surveyed, we found that approximately 58 cents of every dollar taken in gross direct revenue trickled down from the first to the second level. This may seem low but a large percentage of the revenues collected were paid back out to artists involved in the events who were primarily non-local. After that, trickle down effects would proceed as before. This implies a multiplier of 3 for gross direct revenues.

To find the total impact on the region, one simply multiplies primary indirect economic activity by 3.5 and primary direct economic activity by 3. For the thirteen organizations, the total economic impact on the region was about $51,668,000. Based on the assumption that these thirteen organizations represent 80% of the economic impact, the total economic impact on the Region of Hamilton-Wentworth and the City of Hamilton amounts to $64,585,000. If the thirteen organizations represent 70% of the economic impact, the total impact

would amount to $73,811,000 or if they represent 90%, the total impact would be $57,409,000.

In determining this amount, an implicit assumption is that if the events had not taken place, people would not spend any money on any other substitute facilities in the Region. This assumption is quite valid. If there were no Arts in Hamilton-Wentworth, few of the people from out-of-town would have visited Hamilton at all. Further, local visitors would have few other local substitute events on which to spend their arts-oriented cash.

For every $55,000 of economic activity, approximately one man-year of work is created. Thus the events generated about 939 man-years of work for the Region and the City which manifested itself both in full-time and part-time employment opportunities.

A final point should be made. There are an additional number of intangible benefits that do accrue to the Region and City from having the Arts in Hamilton. Many of these benefits could have an economic impact but are very difficult to directly measure. For example, press coverage of events reachs thousands of people on television, on radio or in the print media. This may have an effect on people outside the area as they choose sites for conventions, places to locate businesses or homes for their families. Also consider the positive effect on morale within the city from having events which boost Hamilton.

We hope this report conveys our methodology in determining the economic impact of the thirteen organizations on the Region of Hamilton-Wentworth and the City of Hamilton. We may imply in this

report an exactness to our figures which is not true. There is always a margin of error. Measuring the trickle-down effect is nearly impossible under the best circumstances. Likewise indirect economic activity requires making certain assumptions which are not always accurate. In assessing this work, the key is if it passes the test of reasonableness. All assumptions and numbers appear reasonable to us and we hope they appear reasonable to you.

Thanks for your interest in the McMaster MBA Small Business Consulting Service and the School of Business. If we can be of any help in the future, please do not hesitate to call.

Yours Sincerely,

Pam McKeown

Lori Smurlick

Pam McKeown
Consultant

Lori Smurlick
Consultant

APPENDICES

APPENDIX 1

HAMILTON ARTS COUNCIL - ECONOMIC IMPACT STUDY

PART A

1. Is your organization a professional organization? A professional organization being defined as one employing paid, professional staff or one which charges for its product.

   YES____
   NO_____

   (The next set of questions may require some consultation with your records.)

PART B: REVENUE

To help us determine a base, we require the following figures with respect to your revenues for the 1989-90 season of operation:
(Please round off figures to the nearest thousand)

2. Your total box office sales and receipts $_____

3. The total value of all fees collected for:
   -memberships $_____
   -subscriptions $_____
   -special courses $_____
   -other services (specify) _____ $_____
   _____ $_____

4. The total value of all items sold by your organization or an affiliated group such as an auxiliary operated gift shop, for example, commissions on sales of art, t-shirts, buttons, posters, prints. (THE COSTS OF THESE ITEMS WILL BE ENTERED IN QUESTION 10.) $_____

5. All funds received from individuals, foundations, businesses and interest on invested funds (include donations, sponsorships, gifts-in-kind and special fund raising events) $_____

6. The total amounts received in the form of federal government grants, including job creation programs (specify):
   _____ $_____
   _____ $_____
   _____ $_____
   _____ $_____
   _____ $_____

7. The total amounts received in the form of provincial government grants, including job creation programs
   -Ontario Arts Council $_____

-Ministry of Culture and Communication $_____
-other (specify) _____ $_____
_____ $_____
_____ $_____

8. The total amount received in the form of municipal or regional government grants (specify):

_____ $_____
_____ $_____
_____ $_____

PART C: EXPENDITURES

To help us determine a multiplier, we require some information with respect to your expenditures for your 1989-90 season. Again, you may round off to the nearest thousand.

9. The total amounts you paid out in the form of artistic fees to residents of the Hamilton-Wentworth region (e.g. exhibiting fees to artists):

-artists $_____
-performers $_____
-directors $_____
-curators or conductors $_____
-technical personnel $_____
-production staff $_____
-others in the Hamilton-Wentworth region (specify)
_____ $_____
_____ $_____
_____ $_____
_____ $_____

10. The total amounts you paid to businesses in the Hamilton-Wentworth region (e.g. lawyers, printers carpenters, rents - do not include any payments to local government, which are to be entered below as taxes): (SPECIFY)

_____ $_____
_____ $_____
_____ $_____
_____ $_____
_____ $_____

11. Federal government taxes $_____

12. Provincial government taxes $_____

13. Municipal/regional government taxes $_____

PART D: ATTENDANCE

To help us determine the number of residents of the Hamilton-Wentworth region who participate in the Arts, we would appreciate the following two figures with respect to attendance, for your 1989-90 season

of operation (to the nearest thousand):

14. The total number of attendees residing in the Hamilton-Wentworth region (please include audience members, visitors, show opening guests, people attending classes or seminars, etc. - where residence may not be known, please estimate the local percentage) _____

15. The total non-local attendees _____

PART E: EMPLOYMENT IN ORGANIZATION

For our study, we also need to know some figures with respect to employment in your organization, for your 1989-90 season. These will help us determine the number of jobs provided by the Arts in the Hamilton-Wentworth region. Could you please tell us:

16. The total number of permanent paid, full-time administrative staff _____

17. The total number of permanent paid, full-time artistic staff _____

18. The total number of permanent paid, part-time administrative staff _____

19. The total number of permanent paid, part-time artistic staff _____

20. The total number of contract employees _____

PART F: MEMBERSHIP OF ORGANIZATION

To aid in our determination of community involvement in the arts, could you please provide us with the following figures relating to membership in your organization:

21. The total number of paid-up individual members in your organization (not students) _____

22. The total number of paid-up group members in your organization _____

23. The total number of paying students enrolled in your organization _____

PART G: REGULAR DAILY-OPERATING ARTS ORGANIZATION

The final set of figures we need, relate to the number of volunteers who aided your organization in the past season (1989-90) and the number of events your organization staged in 1989-90. These will help us

determine the magnitude of community involvement in the arts. Could you please tell us:

24. The average number of events your organization staged in the last season (1989-90) _____

25. The average audience attendance per event as a percentage of house capacity _____

26. The total number of non-paid volunteers aiding your organization in the past season (1989-90) _____

27. The total number of hours contributed by all non-paid volunteers in the past season (1989-90) _____

PART H: EVENTS

Finally, to help us determine indirect cash flows generated by people attending your organization's events, we require the following general information pertaining to a typical "night-out" (please estimate):

28. What percentage of attendees travel to your event by car? _____

29. Do visitors usually go out for a meal prior or following your events?

[ ] YES --> What percentage would do so? _____
--> Could you estimate how much they would spend on average (per person)? $_____

[ ] NO

30. What percentage of visitors to your events would stay in hotels, motels, etc. in the Hamilton-Wentworth region? _____

31. How many nights, on average, would these visitors stay? _____

32. While attending your organization's event, what is the average amount, per person, spent on:

-food and drinks $_____
-souvenirs $_____
-other $_____

Thank you very much for your responses, your assistance is very much appreciated.

APPENDIX 2

HAMILTON ARTS COUNCIL - ECONOMIC IMPACT STUDY

SURVEY RESULTS

PART A

1. Is your organization a professional organization? A professional organization being defined as one employing paid, professional staff or one which charges for its product.

YES - 12
NO - 1

PART B: REVENUE

To help us determine a base, we require the following figures with respect to your revenues for the 1989-90 season of operation:
(Please round off figures to the nearest thousand)

2. Your total box office sales and receipts $5,040,000

3. The total value of all fees collected for:

-memberships	$158,000
-subscriptions	0
-special courses	43,000
-other services	550,000
TOTAL	$751,000

4. The total value of all items sold by your organization or an affiliated group such as an auxiliary operated gift shop, for example, commissions on sales of art, t-shirts, buttons, posters, prints. (THE COSTS OF THESE ITEMS WILL BE ENTERED IN QUESTION 10.) $387,000

5. All funds received from individuals, foundations, businesses and interest on invested funds (include donations, sponsorships, gifts-in-kind and special fund raising events) $2,226,000

6. The total amounts received in the form of federal government grants, including job creation programs: $683,000

7. The total amounts received in the form of provincial government grants, including job creation programs: $1,139,000

8. The total amount received in the form of municipal or regional government grants: $1,421,000

PART C: EXPENDITURES

To help us determine a multiplier, we require some information with respect to your expenditures for your 1989-90 season. Again, you may round off to the nearest thousand.

9.	The total amounts you paid out in the form of artistic fees to residents of the Hamilton-Wentworth region (e.g. exhibiting fees to artists):	$3,909,000
10.	The total amounts you paid to businesses in the Hamilton-Wentworth region (e.g. lawyers, printers carpenters, rents - do not include any payments to local government, which are to be entered below as taxes):	$2,651,000
11.	Federal government taxes	$4,000
12.	Provincial government taxes	$5,000
13.	Municipal/regional government taxes	$305,000

PART D: ATTENDANCE

To help us determine the number of residents of the Hamilton-Wentworth region who participate in the Arts, we would appreciate the following two figures with respect to attendance, for your 1989-90 season of operation (to the nearest thousand):

14.	The total number of attendees residing in the Hamilton-Wentworth region (please include audience members, visitors, show opening guests, people attending classes or seminars, etc. - where residence may not be known, please estimate the local percentage)	688,000
15.	The total non-local attendees	216,000

PART E: EMPLOYMENT IN ORGANIZATION

For our study, we also need to know some figures with respect to employment in your organization, for your 1989-90 season. These will help us determine the number of jobs provided by the Arts in the Hamilton-Wentworth region. Could you please tell us:

16.	The total number of permanent paid, full-time administrative staff	67
17.	The total number of permanent paid, full-time artistic staff	16

18. The total number of permanent paid, part-time administrative staff 14

19. The total number of permanent paid, part-time artistic staff 19

20. The total number of contract employees 471

PART F: MEMBERSHIP OF ORGANIZATION

To aid in our determination of community involvement in the arts, could you please provide us with the following figures relating to membership in your organization:

21. The total number of paid-up individual members in your organization (not students) 7853

22. The total number of paid-up group members in your organization 231

23. The total number of paying students enrolled in your organization 163

PART G: REGULAR DAILY-OPERATING ARTS ORGANIZATION

The final set of figures we need, relate to the number of volunteers who aided your organization in the past season (1989-90) and the number of events your organization staged in 1989-90. These will help us determine the magnitude of community involvement in the arts. Could you please tell us:

24. The average number of events your organization staged in the last season (1989-90) 988

25. The average audience attendance per event as a percentage of house capacity ***

26. The total number of non-paid volunteers aiding your organization in the past season (1989-90) 1384

27. The total number of hours contributed by all non-paid volunteers in the past season (1989-90) 61,602

PART H: EVENTS

We were unable to report the data collected from this section on an aggregate basis, however we used the data for assistance in calculating the economic impact.

*** - We found the wording of this question to be ambiguous and thus chose to disregard all responses.

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF OCTOBER 17, 1990

The Hamilton Place Task Force presents its **SEVENTH** Report and respectfully submits the following for information:

1. Business Arising from Minutes -
Mandate and Terms of Reference - Hamilton Place Task Force

The Committee continued to discuss the contents of the final report.

2. Other Business

nil

3. Date of Next Meeting

The Committee will meet Wednesday, October 24, 1990 at 4:00 p.m.

RESPECTFULLY SUBMITTED

"Paul R Jaggard" per JM

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

J Mills

JOAN MILLS
TASK FORCE SECRETARY

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF OCTOBER 24, 1990

The Hamilton Place Task Force presents its **EIGHTH** Report and respectfully submits the following for information:

1. Business Arising from Minutes -
Index for Final Report - Hamilton Place Task Force

The Committee continued to discuss the contents of the final report.

2. Other Business

nil

3. Date of Next Meeting

The Committee will meet Wednesday, October 31, 1990 at 3:00 p.m.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard per jm"

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

JMills

JOAN MILLS
TASK FORCE SECRETARY

Hamilton
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and Convention
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101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF NOVEMBER 6, 1990

The Hamilton Place Task Force presents its **NINTH** Report and respectfully submits the following for information:

1. Minutes of Previous Meetings - October 10, October 17, October 24, 1990

The Minutes of the Regular Meetings of the Hamilton Place Task Force held on October 10, October 17, and October 24, 1990 are attached for information as **Schedule "A"**.

Note: For the information of the Members of the HECFI Board, with respect to the Minutes of October 10, 1990, Mr. Chuck Renaud did not recall, under the topic of rental rates, stating that the Studio Theatre was to be given away free to arts organizations. The Chairman and other members specifically recalled Mr. Renaud's statement and the Minutes stayed.

2. Business Arising from Minutes - Index for Final Report - Hamilton Place Task Force

The Committee continued to discuss the contents of the final report. It was stated that there would not be a minority position report attached to the Task Force final report, however, the Chairman stated that he intended to reflect differences of opinion and unanimous or majority positions of the Committee.

3.1 Other Business - Correspondence Received

The Chairman received correspondence from the Secretary of the Arts Advisory Committee dated November 2, 1990, attached as **Schedule "B"** herein. It was clarified that the Arts Advisory Sub-Committee will present a position paper to the Task Force directly.

3.2 Other Business - Regional Funding History

The Task Force received a draft spreadsheet which outlined the history of Regional funding from 1976 to 1990 and a draft report relative to grants funding to performing arts organizations from the City, 1974 - 1989, which are attached as **Schedule "C"**.

4. Date of Next Meeting

The Committee will meet Tuesday, November 13, 1990 at 3:00 p.m.

RESPECTFULLY SUBMITTED

Paul R. Jaggard

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

J Mills

JOAN MILLS
TASK FORCE SECRETARY

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force Meetings of October 10, October 17, October 24, 1990

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, October 10, 1990
4:30 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, HECFI Board
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Mr. J. Hammond, Hamilton and Region Arts Council
Mr. P. Mandia, Theatre Aquarius
Ms. S. Worthington, Bach Elgar Choir

ALSO PRESENT: Mr. J. Leuser, Director of Finance/Administration
Ms. J. Mills, Task Force Secretary

GUEST: Mr. G. Mallory, Arts Advisory Sub-Committee

REGRETS: Ald. H. Merling (on City business)
Ms. C. Hamilton, Geritol Follies
Mr. G. Davis, Regional Finance

1. Chairman's Remarks

The meeting was called to order and commenced at 4:45 p.m.

2. Minutes of September 26, 1990

It was

MOVED by Ms. York, seconded by Mr. Holgersen

THAT THE MINUTES OF THE HAMILTON PLACE TASK FORCE OF ITS MEETING ON SEPTEMBER 26, 1990 BE APPROVED.

MOTION CARRIED.

3. Business Arising from Minutes -
Mandate and Index for Report

The Chairman sought a motion respecting the final document entitled "Mandate of Hamilton Place", prepared and circulated to the members of the Task Force.

It was

MOVED by Mr. Tidball, seconded by Mr. Holgersen

THAT THE MANDATE OF HAMILTON PLACE, AS CIRCULATED, BE APPROVED.

MOTION CARRIED. Opposed: Mr. Renaud.

The Committee began to deliberate the draft insertions for the final report. The issue of "dark days" was discussed at length. It was expressed that if the facility is not being used, the arts organizations should not be charged for the dark day. An example given was that the front of house could still be utilized by an act such as Bill Cosby, but an act such as Oklahoma could not be accommodated, as the arts organization may be utilizing the back of the stage. Mr. Tidball commented that the arts organization should not have to pay $2,500 if HECFI books the front stage on a dark day, but stated that it is difficult to know what show/event HECFI may have turned away on dark days due to the act requiring the full stage. Some members felt that there should, however, be monetary consideration given for dark days, as there are no lights on, no wear and tear on the seats, and no clean up required.

The issue of rental rates was discussed. The majority of the members supported one rate for Hamilton Place facilities. Mr. Renaud stated that he felt that the Studio Theatre should be accessible to smaller organizations in the City and provided for free.

Office space was then discussed and the members felt that although the office space in Hamilton Place was good, convenient space, it is not prime space and should not be charged out as prime.

Programming/Marketing was the next topic on the floor. Again, lack of audience development and random programming was mentioned. Some members indicated that it would be beneficial to target an art form such as jazz, dance, etc. and develop/ foster it in a three to five-year plan for submission to the City. Mr. Tidball advised that HECFI has a Director of Marketing/Sales for all three HECFI facilities that should work closely with the arts organizations with respect to programming.

Mr. Mallory (guest) left the meeting at 5:40 p.m.

With respect to scheduling, the members agreed that HECFI should have four weeks in prime time, September to mid May. The members suggested that long-range planning for prime time slots is necessary.

Ms. York left the meeting at 5:55 p.m.

In discussing food and beverage, the members stated that if the liquor law changed, the arts organizations would wish to be advised in order to facilitate the possibility of using donated wine. It was mentioned that at present, there is no consistency to when the bars at Hamilton Place are open during show times or following the show, and it was suggested that the piano noble be utilized wherever possible.

As requested by the Chairman at a previous meeting, the Secretary provided the Chair with a copy of a final report dated August 14, 1990 prepared by the McMaster MBA Small Business Consulting Service, which was a study of the economic impact of the Arts on the Region of Hamilton-Wentworth and City of Hamilton. Also provided was a report dated January 25, 1990 from McMaster University addressed to HECFI, prepared by Mr. Marvin Ryder, Lecturer of Marketing and Business Policy, which was a study on the economic impact of HECFI on the Region and City.

4. Other Business - Correspondence

The Committee received a copy of a memorandum from Ms. Pat Bennett, HECFI Board Secretary/Legislative Assistant regarding the Bach Elgar Choir Accounts. The memorandum advised the Task Force that at the Regular Meeting of the HECFI Board of Directors held September 21, 1990, the following motion was carried: "That the grace period of the Bach Elgar accounts receivable be extended, without interest, until such time as the mandate of the Hamilton Place Task Force has been concluded; and That notice of this extension be referred to the Hamilton Place Task Force for information".

5. Date of Next Meeting

The Committee agreed to meet Wednesday, October 17, 1990 at 3:00 p.m.

6. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Holgersen

THAT THE MEETING BE ADJOURNED. (6:05 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, October 17, 1990
3:00 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT:	Mr. P. Jaggard, Chairman (Opera Hamilton) Ms. C. York, Culture and Recreation Mr. C. Renaud, Arts Advisory Sub-Committee Mr. J. Holgersen, Hamilton Philharmonic Orchestra Mr. J. Hammond, Hamilton and Region Arts Council Mr. P. Mandia, Theatre Aquarius
ALSO PRESENT:	Mr. J. Leuser, Director of Finance/Administration Ms. J. Mills, Task Force Secretary
REGRETS:	Ald. H. Merling (on City business) Mr. Wm. Tidball, HECFI Board Ms. S. Worthington, Bach Elgar Choir Ms. C. Hamilton, Geritol Follies Mr. G. Davis, Regional Finance
GUEST:	Ms. L. Robinson, Hamilton and Region Arts Council

1. Chairman's Remarks

The meeting was called to order and commenced at 3:15 p.m.

2. Business Arising from Minutes -
Index for Report

The Committee continued to work on the issues surrounding the contents of the final report. Rental rates were discussed at length and it became apparent that the members were striving for a market driven rate structure with one rate and one subsidy, in order that Hamilton Place may operate as profitably as possible. The members stressed the need for audience development and quality productions.

Mr. Hammond stated that he would prepare a minority position report on rental rates for the next meeting as his view differed from that of the Committee.

The Committee continued with the draft report, ie. programming and marketing, scheduling, co-promotions, etc.

3. Other Business

nil

4. Date of Next Meeting

The Committee agreed to meet Wednesday, October 24, 1990 at 4:00 p.m.

5. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Holgersen

THAT THE MEETING BE ADJOURNED. (4:45 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, October 24, 1990
4:00 p.m.
Hamilton Place Meeting Room #1

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. G. Davis, Regional Finance
Ms. C. Hamilton, Geritol Follies
Mr. J. Hammond, Hamilton and Region Arts Council
Mr. P. Mandia, Theatre Aquarius

ALSO PRESENT: Mr. G. Macaluso, Managing Director/CEO, HECFI
Mr. R. DiFilippo, Comptroller
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)

1. Chairman's Remarks

The meeting was called to order and commenced at 4:10 p.m.

2. Business Arising from Minutes -
Index for Report

The Chairman clarified the position of the Committee in that the final report from the Task Force will reflect the opinions of the majority of the Task Force members with opposition being recorded. The Chairman opened the floor to continue discussion revolving around accessibility of the facilities and market value rent. It was expressed that all Hamilton Place spaces should be subject to rents to all parties at fair market value and there should be only one, up front, municipal subsidy for arts organizations. On the question of the definition of quality, members agreed that the market will determine what quality is, by response.

Mr. John Hammond and Ms. Susan Worthington arrived at 4:25 p.m.

With respect to the office space in Hamilton Place which is made available for community groups, the members agreed that if

organizations were unable to afford to pay market value rent and therefore vacated, the space should remain vacant.

Mr. Renaud, representative from the Arts Advisory Sub-Committee, was opposed to fair market value rent for the Studio Theatre, stating that a two-tier programme should exist between rates for the Great Hall and Studio Theatre, allowing the Studio Theatre to be more accessible with a lower rate. Mr. Hammond, representative from the Hamilton and Region Arts Council, was not opposed to fair market value rent throughout Hamilton Place, but thought there should be an escape clause relative to the rental of the Studio Theatre, to avoid tying it down to market value rent. Other members reiterated that both the Great Hall and Studio Theatre are professional facilities that should both be charging fair market value rent.

Mr. Jaggard will prepare a submission to the next meeting regarding rental rates.

The Committee turned their focus to the item on the report relative to Scheduling. The Chairman offered the Committee's revisions arrived at from the last Task Force Meeting, to which Mr. Tidball agreed.

The members discussed long-range planning for the arts with the spirit of co-operation and communication as an ingredient. To this, the phrase "share the vision" was offered which gathered the feeling of the discussion most appropriately.

The Committee agreed that due to the volume of input, etc. the final report would not be ready until mid to late November. Mr. Jaggard will advise HECFI.

Mr. Gabe Macaluso arrived at 5:35 p.m.

Mr. Jaggard relayed to Mr. Macaluso the need for further time due to the volume of input, etc. for the Task Force final report.

3. Other Business

nil

4. Date of Next Meeting

The Committee agreed to meet Wednesday, October 31, 1990 at 3:00 p.m.

5. Adjournment

It was

MOVED by Mr. Tidball, seconded by Mr. Davis

THAT THE MEETING BE ADJOURNED. (5:45 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

K.E. AVERY
CITY CLERK

J.J. SCHATZ
DEPUTY CITY CLERK

"B"

THE CORPORATION OF THE CITY OF HAMILTON

OFFICE OF THE CITY CLERK

CITY HALL
HAMILTON, ONTARIO
L8N 3T4

TEL: 546-2700
FAX: 546-2095

1990 November 02

Mr. P. Jaggard
Chairman, Hamilton Place
Task Force

Dear Mr. Jaggard:

Please be advised that the Arts Advisory Sub-Committee at its meeting held 1990 November 01 approved the following recommendation:

> "That the Arts Advisory Sub-Committee notify the Hamilton Place Task Force that the Arts Advisory Sub-Committee intends to present a position paper".

Yours truly,

L. Dale

Lynn Dale, Secretary
Arts Advisory Sub-Committee

cc: Mrs. J. Mills, Secretary
Hamilton Place Task Force

REGIONAL FUNDING HISTORY

	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990
Bach Elgar Choir - Operating	---	---	---	---	---	$11,180	$12,186 9.0%	$12,917 6.0%	$15,562 20.5%	$14,430 -7.3%	$14,450 0.1%	$18,000 24.6%	$20,500 13.9%	$20,500 0.0%	$37,600 83.4%
- Deficit Reduc. Grant															$11,800
Dundas Valley School of Art	---	---	---	---	---	$5,890	$6,420 9.0%	$6,805 6.0%	$7,145 5.0%	$7,500 5.0%	$10,000 33.3%	$15,000 50.0%	$16,000 6.7%	$16,000 0.0%	$16,880 5.5%
Hamilton & Regional Arts Council	---	---	---	---	---	$10,000	$10,900 9.0%	$17,500 60.6%	$18,375 5.0%	$18,740 2.0%	$19,100 1.9%	$20,437 7.0%	$23,440 14.7%	$23,440 0.0%	$29,940 27.7%
Festival Music	---	---	---	---	---	---	---	---	---	---	---	---	$21,500	$21,500 0.0%	$21,500 0.0%
Te Deum	---	---	---	---	---	---	---	---	$3,500	$3,500 0.0%	$3,500 0.0%	$3,500 0.0%	$5,000 42.9%	$5,000 0.0%	$5,000 0.0%
Opera Hamilton (2)								$85,000	$85,000 0.0%	$80,000 -5.9%	$92,500 15.6%	$152,000 64.3%	$157,000 3.3%	$164,100 4.5%	$173,200 5.5%
Art Gallery - (includes Debt Charges)	$70,000	$243,900 248.4%	$480,000 96.8%	$504,000 5.0%	$544,300 8.0%	$593,310 9.0%	$796,767 34.3%	$796,700 0.0%	$819,200 2.8%	$829,965 1.3%	$872,486 5.1%	$896,562 2.8%	$923,130 3.0%	$947,130 2.6%	$971,502 2.6%
Ham. Phil. Orchestra - Operating	$65,000	$104,000 60.0%	$107,000 2.9%	$112,000 4.7%	$126,200 12.7%	$136,300 8.0%	$148,567 9.0%	$157,500 6.0%	$165,375 5.0%	$165,375 0.0%	$172,000 4.0%	$178,020 3.5%	$232,020 30.3%	$237,020 2.2%	$250,000 5.5%
- Deficit Reduc. Grant	$175,000											$50,000	$30,000	$30,000	
Creative Arts - Festival of Friends								$15,000	$13,000	---	---	---	---	---	---
Royal Hamilton College of Music		---	---	$35,000	$36,700 4.9%	$37,500 2.2%	---	---							
	$310,000	$347,903	$587,001	$651,000	$707,200	$794,180	$974,841	$1,091,423	$1,127,157	$1,119,510	$1,184,037	$1,333,521	$1,428,591	$1,464,690	$1,517,423

(1) $1,050 surplus was returned to the Region after the Festival due to specific conditions of the grant.

(2) Grant payments prior to 1990 were made by the City of Hamilton. The transferring of the grant from the City to the Region took place for the 1990 Regional grant process. City of Hamilton funding information, prior to 1983, was not available at the time this report was prepared.

City of Hamilton-Grants Funding to Performing Arts Organizations
1974 - 1989

Note: These amounts do not include grants to festivals nor to the Hamilton and Region Arts Council (originally funded by the City).

1974	16,087
1975	19,270
1976	23,060
1977	22,000
1978	49,100
1979	44,200
1980	125,500
1981	206,760
1982	207,798
1983	133,200
1984	115,800
1985	174,440
1986	165,910
1987	242,990
1988	246,000
1989	272,668
1990	127,640

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1990
URBAN MUNICIPAL COLLECTION

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4

Tel. 416/546-4000
Fax 416/527-6856

URBAN MUNICIPAL
JAN 17 1991
GOVERNMENT DOCUMENTS

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, December 21, 1990
9:00 A.M.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. **Opening Remarks**

2. **Correspondence** — Attachment 2

   2.1 November 12, 1990 Correspondence from Mrs. P. Filer, Gallery of Distinction

3. **Regular Minutes of November 16, 1990** — Attachment 3

   3.1 Errors or Omissions
   3.2 Motion to Approve

4. **Business Arising From the Minutes**

5. **Committee Reports/Minutes**

   5.1 Finance and Administration Eighth Report — Attachment 5.1
   5.1.1 Finance and Administration Committee Minutes of November 7, 1990 — Attachment 5.1.1

5.2	Operations Committee Sixth Report	Attachment 5.2
5.2.1	Operations Committee Minutes of October 24, 1990	Attachment 5.2.1
5.3	Marketing and Sales Committee Sixth Report	Attachment 5.3
5.3.1	Marketing and Sales Committee Minutes of October 26, 1990	Attachment 5.3.1
5.4	Hamilton Place Task Force Eleventh, Twelfth and Thirteenth Reports	Attachment 5.4

6. **New Business**

7. **Other Business**

8. **Date of Next Meeting**

January 18, 1991
8:00 A.M.
HAMILTON CONVENTION CENTRE, Room 314

9. **Adjournment**

December 17, 1990
Patricia Bennett
Secretary to the Board of Directors

OUTSTANDING BUSINESS

(i) Amalgamation of Arena\Trade Centre Foundation and Hamilton Place Foundation

2. Correspondence

Hamilton Gallery of Distinction
c/o S. Patricia Filer
Box 7118
Ancaster, Ontario
L9G 3L3

Board of Directors

Executive Committee:
S. Patricia Filer, President
Joseph Smith, Vice-President
J. R. Jones, Hon. Secretary
Stanley J. Seneco, Treasurer
Alfred U. Oakie, Immediate Past President

Directors:
Peter Baker
Kenneth Baker
J. K. Carmen
Frank DeNardis
Peter Earle
Dr. John Frid
Dr. Mary E. Keyes
Milton J. Lewis, Q.C.
Alderman Wm. McCulloch
Anna McCusker
Paul Sparrow
Michael Torsney

November 12, 1990

HECFI
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear Miss Bennet:

The Board of the Hamilton Gallery of Distinction wishes to express its gratitude for the marvellous cooperation you have given us to effect this year's Annual Dinner. Everything went well and we do recognize the effort put into this affair by all your staff. We also appreciate the good fortune we feel when we see the Gallery displayed on the wall of the Convention Centre.

Your cooperation in making the dinner effective is appreciated more than we can express.

Yours truly,
Gallery of ~~Dist~~inction

S. Patricia Filer,
President

spf/ag

3. Regular Minutes of November 16, 1990

3.1 Errors or Omissions
3.2 Motion to Approve

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, November 16, 1990
8:00 a.m.
HAMILTON PLACE BOARD ROOM

REGULAR MINUTES

PRESENT:	Alderman J. Gallagher, Chairman Mr. F. DeNardis, First Vice-Chairman Alderman D. Agostino, Second Vice-Chairman Mayor R. Morrow Alderman T. Murray Alderman W. McCulloch Alderman T. Jackson Alderman D. Drury Mr. N. Levitt Mr. W. Tidball Ms. A. VanDuzer Mr. W. McFarland Mr. M. Ryder Mr. A. DiIanni
ALSO PRESENT:	Mr. G. Macaluso Mr. B. Snetsinger Mr. J. Leuser Mr. J. Crane Mr. R. Ellison Mr. S. Dockman
REGRETS:	Alderman H. Merling Mrs. M. Dow Mr. G. Kay

1. Opening Remarks

The Chairman called the meeting to order at 8:15 a.m.

2. Correspondence

MOVED by Mr. Levitt, seconded by Alderman Agostino that

THE CORRESPONDENCE ENCLOSED AS ATTACHMENT NO. 2 OF THE AGENDA BE RECEIVED.

MOTION CARRIED.

3. Regular Minutes of October 19, 1990

MOVED by Mr. McFarland, seconded by Mr. Tidball that

THE MINUTES OF THE REGULAR SESSION HELD OCTOBER 19, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

5. Committee Reports/Minutes

5.1 Finance and Administration Seventh Report

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

THE FINANCE AND ADMINISTRATION COMMITTEE SEVENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE PROPOSED TERMS OF REFERENCE FOR THE SCHOLARSHIP REVIEW COMMITTEE BE APPROVED AS DOCUMENTED IN THE OCTOBER 31, 1990 REPORT WITH THE FOLLOWING AMENDMENT TO Section (a), as follows: "APPLICANT MUST HAVE GRADE TWELVE AND/OR RECEIVED THE EQUIVALENT ONTARIO ACADEMIC CREDITS."

THAT THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE APPROVED AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROGRAMME IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

THAT THE 1991 CAPITAL PROJECT TO INSTALL A SPRINKLER SYSTEM IN THE PUBLIC AREAS OF HAMILTON PLACE IN THE AMOUNT OF $840,000. BE INCLUDED IN THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROJECT IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

THAT THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P. BE APPROVED AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROGRAMME IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

MOTION CARRIED.

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

SUBJECT TO MANAGEMENT'S NEGOTIATION OF A LEASE AGREEMENT WHICH DOES NOT CONFLICT WITH THE MUNICIPAL ACT WHICH PROHIBITS CONTRACTUAL AGREEMENTS/LEASES TO RUN BEYOND THE CURRENT TERM OF COUNCIL; and

FOLLOWING CONSULTATION WITH THE CITY'S LEGAL DEPARTMENT AND THE CITY'S PURCHASING DEPARTMENT;

THAT H.E.C.F.I. ENTER INTO A FIVE YEAR LEASE FOR USE OF A XEROX PHOTOCOPYING MACHINE MODEL 1090; and THAT H.E.C.F.I. PURCHASE TWO XEROX MACHINES, MODELS 1075 AND 1038 RESPECTIVELY, AT A COST OF $2,870; FUNDS TO BE ALLOCATED FROM FUNDS AVAILABLE IN THE OPERATING BUDGET.

MOTION CARRIED.

The following items were received/reviewed by the Committee and were presented to the Board for information:

(i) Reports: Hamilton Place - Asbestos Management Programme; Comparison of Five Ontario Theatres Regarding Costs to Promoter; The Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for H.E.C.F.I.; The Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for C.U.P.

5.1.1 Finance and Administration Committee Minutes of October 10, 1990

MOVED by Mr. DeNardis, seconded by Mr. Tidball that

THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF OCTOBER 10, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Operations Committee Fifth Report

MOVED by Alderman Murray, seconded by Mr. DiIanni that

THE OPERATIONS COMMITTEE FIFTH REPORT BE APPROVED.

MOTION CARRIED.

The following items were received/reviewed by the Committee and submitted to the Board for information:

(i) Correspondence. The CEO was directed to review with staff the concern raised by the Junior Achievement organization and to present a report to the next Committee meeting. The CEO will clarify a possible misunderstanding in respect of the donated wine for that event.

(ii) As a separate issue, the Committee received a copy of the formal request to serve donated wine from organizers of the Junior Achievement (the Committee had previously approved a verbal request on the proviso that a formal letter of request be submitted).

(iii) Reports: - Volume Concessions - Hours of Service; Status Report on Confirmed Events/Performance at Copps Coliseum - October, 1990 to January 1991 (copy attached to the Marketing and Sales Report.

(iv) The 1991 - 1995 Capital Budget Programme for H.E.C.F.I. was reviewed and approved as amended; and forwarded to the November 7th meeting of the Finance and Administration Committee.

(v) The 1991 - 1995 Capital Budget Programme for C.U.P. was approved and forwarded to the November 7th meeting of the Finance and Administration Committee.

5.2.1 Operations Committee Minutes of September 26, 1990

MOVED by Alderman Murray, seconded by Mayor Morrow that

THE OPERATIONS COMMITTEE MINUTES OF SEPTEMBER 26, 1990 BE RECEIVED.

MOTION CARRIED.

5.3 Marketing and Sales Committee Fifth Report

MOVED by Mr. Ryder, seconded by Alderman Drury that

THE MARKETING AND SALES COMMITTEE FIFTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION APPROVED AS AMENDED:

THAT IN LIEU OF MONTHLY PARKING PASSES WHICH ARE CURRENTLY PROVIDED TO THE CITIZEN MEMBERS OF THE BOARD, THE FOLLOWING METHOD OF REIMBURSEMENT TAKE EFFECT:

- **Board Members will continue to receive monthly parking passes which will be used in exactly the same manner as is currently in effect (that is - Board Members simply sign their names and provide their licence plate numbers to the Parking attendant at time of departure);**
- **H.E.C.F.I. will then be charged on a user basis rather than a monthly basis.**

MOTION CARRIED.

Considerable discussion took place about the appropriateness of the foregoing recommendation having been initiated by the Marketing and Sales Committee and forwarded directly to the Board rather than referring the issue to the appropriate Standing Committee. The CEO explained that in this particular instance, parking for citizen Board Members had been initiated at the Board level and therefore, was referred directly to the full Board for its consideration. Discussion concluded with general agreement that any of the Standing Committees may, at their discretion, refer matters to the full Board.

The following items were received/reviewed by the Committee and were presented to the Board for information:

(i) Correspondence.
(ii) Report - Comparison of Facility Costs : Ontario Performing Arts Theatres. The CEO was directed to instruct Mr. Burrows to pursue the attainment of the actual settlement figures for selected attractions featured in at least three of the six theatres during the same fiscal year, as outlined in the October 18th report. Further discussion of various facility costs resulted in the Committee's direction that staff "present a report to the next Marketing and Sales Committee meeting which provides an overview of the current house programmes and subscription mailing list functions, including costs (staff time included); alternative services; benefits; and the feasibility/cost effectiveness of tendering the service(s) to outside agencies."

(iii) Report : Status Report on confirmed Events/Performances at Copps Coliseum - October, 1990 to January, 1991 and Upcoming Promotions and Co-Promotions, Hamilton Place.

(iv) Report : Board/Committees Budget Breakdown.

(v) A Budget Workshop will be scheduled to take place following the next Marketing and Sales Committee meeting.

(vi) The Director of Marketing and Sales will join the City and Regional bid committee in its efforts to attract the Ontario Liberal Convention to Hamilton.

5.3.1 Marketing and Sales Committee Minutes of September 28, 1990

MOVED by Mr. Ryder, seconded by Alderman Agostino that

THE MARKETING AND SALES COMMITTEE MINUTES OF SEPTEMBER 28, 1990 BE RECEIVED.

MOTION CARRIED.

5.4 Hamilton Place Task Force Fifth, Sixth, Seventh, Eighth, Ninth Reports

MOVED by Mr. Tidball, seconded by Alderman Murray that

THE HAMILTON PLACE TASK FORCE FIFTH, SIXTH, SEVENTH, EIGHTH AND NINTH REPORTS BE RECEIVED.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

December 21, 1990
8:00 A.M.
Hamilton Convention Centre, Room 314

9. In-Camera Motions

THAT THE IN-CAMERA SESSION BE CONVENED AT 8:31 A.M.

MANAGEMENT BE DIRECTED TO PRESENT A REPORT, FOLLOWING CONSULTATION WITH LEGAL COUNSEL, TO THE OPERATIONS COMMITTEE IN RESPECT OF TWO ISSUES REGARDING THE LIQUOR VIOLATION AS FOLLOWS:

(i) THE FEASIBILITY OF PURSUING VOLUME'S PAYMENT OF LEGAL COSTS ASSOCIATED WITH THE LIQUOR BOARD HEARING; and

(ii) THE FEASIBILITY OF REVOKING THE VOLUME : H.E.C.F.I. CONTRACT.

THAT THE IN-CAMERA MINUTES OF OCTOBER 19, 1990 BE APPROVED.

THAT STAFF BE DIRECTED TO FURTHER ANALYZE THE ADMINISTRATION OF THE SPECIAL EVENTS SUBSIDY FUND AND TO PRESENT A REPORT TO THE FINANCE AND ADMINISTRATION COMMITTEE.

THE FINANCE AND ADMINISTRATION COMMITTEE IN-CAMERA MINUTES OF OCTOBER 10, 1990 BE RECEIVED.

THAT THE OPERATIONS COMMITTEE FIFTH IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE FOLLOWING TENDERS/CONTRACTS BE APPROVED FOR THE FRONT OF HOUSE STAGE LIGHTS AND THE HOUSE LIGHT DIMMING SYSTEM TO:

CANADIAN STAGING PRODUCTS	**$40,150.**
WARD ELECTRIC LTD.	**$ 9,320.**
SHOW-TECH INTERNATIONAL	**$ 4,250.20**
WESTUN TORONTO INC.	**$54,897.80**

and THAT THE AMOUNT OF $8,000. FOR UNION SUPPLIED LABOUR BE APPROVED; and

THAT THE TOTAL COST OF THE PROJECT IN THE AMOUNT OF $116,618. BE FUNDED FROM ACCOUNT NUMBER CF 5200 - 929051005, Hamilton Place Furniture, Equipment and Renovations.

THAT CITY LINEN AND INDUSTRIAL SUPPLY BE AWARDED THE CONTRACT FOR THE SUPPLY OF ALL HAMILTON CONVENTION CENTRE LINENS ON A RENTAL BASIS FOR A PERIOD COMMENCING NOVEMBER 1, 1990 AND EXPIRING NOVEMBER 30, 1992.

THAT THE TENDER SUBMITTED BY MCGOWAN INSULATIONS, MOUNT HOPE, FOR THE PROVISION OF ALL LABOUR, MATERIAL AND EQUIPMENT NECESSARY TO PERFORM ASBESTOS ABATEMENT WORK IN CONFORMANCE WITH THE SPECIFICATIONS ISSUED THROUGH THE MANAGER OF PURCHASING AND IN THE TOTAL AMOUNT OF $233,340. BE ACCEPTED.

A CONTINGENCY ALLOWANCE OF $4,800. BE ESTABLISHED FOR CHANGES/ADDITIONS WHICH MAY BE REQUIRED DURING THE COURSE OF THE WORK.

THAT THE CITY SOLICITOR'S DEPARTMENT BE DIRECTED TO PREPARE THE CONTRACT FOR WORKS NECESSARY TO BE COMPLETED AND EXECUTED PRIOR TO THE COMMENCEMENT OF THE WORK.

THAT THE PROPOSAL SUBMITTED BY PINCHIN & ASSOCIATES LTD. DATED 1990 NOVEMBER 2, FOR FULL AND PART-TIME INSPECTION SERVICES RELATING TO THE EXECUTION OF THE WORK AND IN THE TOTAL AMOUNT OF $28,690. BE ACCEPTED.

THAT THE COST OF THIS PROJECT, I.E. $256,830. BE FINANCED FROM THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE RESERVE ACCOUNT NO. CH00207 AFTER DEFERRING THE AMOUNT REQUIRED TO UNDERTAKE THE ACOUSTIC BANNER RETROFIT.

THAT THE OPERATIONS COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 26, 1990 BE ACCEPTED.

THAT THE MARKETING AND SALES COMMITTEE FIFTH IN-CAMERA REPORT BE APPROVED.

THAT THE MARKETING AND SALES COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 28, 1990 BE RECEIVED.

THAT PART-TIME EMPLOYEES IN IATSE LOCAL 129 BE GIVEN THE OPTION TO JOIN THE OMERS PENSION PLAN OR TO CONTINUE UNDER THE RRSP PROVISIONS OF THE COLLECTIVE AGREEMENT.

THAT STAFF BE DIRECTED TO REVIEW THE LIGHTING IN THE MAIN LOBBY HOUSING THE WALL OF CONVENTIONS AND TO MAKE ADJUSTMENTS IN ORDER THAT THE PLAQUES INSTALLED ON THE WALL, BECOME MORE VISIBLE.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE BE REQUESTED TO REVIEW THE SPENDING LIMITS OF THE CEO AND TO EXAMINE THE FEASIBILITY OF INCREASING THOSE LIMITS.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:25 A.M.

10. Adjournment

MOVED by Alderman Murray, seconded by Mr. Tidball that

THE REGULAR SESSION ADJOURN AT 8:30 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Alderman J. Gallagher, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.1 Finance and Administration Committee Eighth Report

FINANCE AND ADMINISTRATION COMMITTEE EIGHTH REPORT OF 1990

The Finance and Administration Committee presents its **EIGHTH** Report from its meeting held December 12, 1990 and submits the following for information:

(i) Following review of management's recommendation that approval be given to the payment of $11,398.44 to H.E.C.F.I. from the Hamilton Performing Arts Foundation Inc. in order to balance the deficit created by the 1990 New Faces Programme, the Committee directed staff to review the mandate, source of funding and the parameters for disbursement of funds from the Foundation.

(ii) Reports:

- The Consolidated Unaudited Operating Results for the Ten Month Period Ended October 31, 1990 for H.E.C.F.I. and C.U.P.

Respectfully submitted,

Frank DeNardis, Chairman

Patricia Bennett, Secretary

The Hamilton Entertainment and Convention Facilities Inc.

Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$5,633,273	Revenue	$6,387,501	$6,041,561	$<345,940>
7,741,012	Expenditures	8,739,087	8,398,127	340,960
$2,107,739	Excess of Expenditures Over Revenue From Operations	$2,351,586	$2,356,566	**$< 4,980>**

Comments:

HECFI's over expended municipal contribution for the ten month period ended October 31, 1990 was $4,980 (see row 3, column 3 above). This represents a decrease of $38,936 in the year to date over expended municipal contribution as reported previously, effective September 30, 1990.

An analysis of the under expended municipal contributions for each facility/division is attached for your information.

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility charges. Accordingly, these financial statements do not reflect these costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Hamilton Convention Centre

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$2,954,717	Revenue	$3,037,210	$3,133,290	$ 96,080
3,067,451	Expenditures	3,526,920	3,313,958	212,962
$ 112,734	Excess of Expenditures Over Revenue From Operations	$ 489,710	$ 180,668	**$309,042**

Comments:

The Hamilton Convention Centre realized for the ten month period ended October 31, 1990 an under expended municipal contribution of approximately $309,042 (see row 3, column 3 above). This represents an increase of $65,693 in the under expended municipal contribution for the year to date period as a result of October's operations.

The under expended municipal contribution of $65,693 for the month of October arose primarily from actual revenues exceeding budget by $96,080. Total revenues for the month of October were $526,921 which represented the first time in the history of the Convention Centre that revenues have ever exceeded $500,000 for a monthly reporting period.

The under expended municipal contribution of $309,042 for the ten month period arose primarily from higher than anticipated revenue while expenses were controlled.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Hamilton Place Theatre

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$1,341,910	Revenue	$1,574,240	$1,175,403	$<398,837>
2,650,146	Expenditures	2,779,572	2,632,943	146,629
$1,308,236	Excess of Expenditures Over Revenue From Operations	$1,205,332	$1,457,540	**$<252,208>**

Comments:

For the ten month period ended October 31, 1990, Hamilton Place Theatre realized an over expended municipal contribution of approximately $252,208 (see row 3, column 3 above). This represents a decrease of $6,889 in the over expended municipal contribution for the year to date as a result of October's operations.

The under expended municipal contributions of $6,889 for October arose primarily from below budget maintenance and stage property expenditures.

The over expended municipal contribution of $252,208 for the ten month period arose primarily from losses realized on shows promotions.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John A Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Copps Coliseum

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$1,336,646	Revenue	$1,776,051	$1,732,868	$<43,183>
2,023,415	Expenditures	2,432,595	2,451,226	<18,631>
$ 686,769	Excess of Expenditures Over Revenue From Operations	$ 656,544	$ 718,358	**$<61,814>**

Comments:

For the ten month period ended October 31, 1990, Copps Coliseum realized an over expended municipal contribution of approximately $61,814 (see row 3, column 3 above). This represents an increase of $33,646 in the previous over expended municipal contribution for the year to date period as a result of October's operations.

The over expended municipal contribution of $33,646 for the month of October arose as a result of the fact that the events booked were not as profitable as they were budgeted to be, plus there was no major family show this month as was budgeted.

The over expended municipal contribution of $61,814 for the ten month period arose primarily from the fact that the number of performances booked (88) were less than the number budgeted (94). This shortfall in booking is anticipated to increase by approximately another 8 for the balance of 1990.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Corporate

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Period <Unfavourable> Budget Variance
$ 412,075	Revenue	$ 440,857	$ 495,290	$ 54,433
1,819,582	Expenditures	2,340,160	2,072,862	267,298
$1,407,507	Excess of Expenditures Over Revenue From Operations	$1,899,303	$1,577,572	$321,731
	Allocation of Net Costs to:			
466,206	Hamilton Convention Centre	614,802	523,871	90,931
480,121	Hamilton Place	650,197	551,915	98,282
461,180	Copps Coliseum	634,304	501,786	132,518
NIL	Net Costs	NIL	NIL	NIL

Comments:

For the ten month period ended October 31, 1990, the Corporate Division realized an under expended municipal contribution of approximately $321,731 (see row 3, column 3 above). This represents an increase of $15,781 in the under expended municipal contribution for the year to date period as a result of October's operations.

The $15,781 under expended municipal contribution for the month of October arose primarily due to lower than anticipated expenditures by Marketing/Sales.

The $321,731 under expended municipal contribution for the ten month period arose primarily from favourable box office operations and from below budget advertising and promotion expenditures. An area of concern, however, is legal fees which is over-budget by $50,282 for the ten month period.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Central Utilities Plant

Summary of Expenditures For The
Ten Month Period Ended October 31, 1990

Total Net Expenditures - Budget	$2,274,496
Total Net Expenditures - Actual	2,100,510
Under Expended Municipal Contribution	**173,986**

The under expended municipal contribution of approximately $173,986 for the ten month period ended October 31, 1990 increased by $16,752 as a result of October's operations.

The under expended municipal contribution of $16,752 for the month of October arose primarily as a result of:

1) salary, wage and benefit cost savings of $6,823;
2) hydro and heating costs were $10,112 below budget.

The under expended municipal contribution of $157,234 for the nine month period arose primarily as a result of:

1) salaries, wages and benefits were $59,401 below budget;
2) hydro and heating costs were $59,693 below budget;
3) energy management costs were $24,100 below budget;
4) workers compensation costs were $4,874 below budget;
5) the timing of actual maintenance and administrative expenditures as compared to budget.

John A Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Committee Reports/Minutes

5.1.1 Finance and Administration Committee Minutes of November 7, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, November 7, 1990
12:30 p.m.
Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT:	Mr. F. DeNardis, Chairman Mr. W. McFarland, Vice-Chairman Alderman J. Gallagher Alderman W. McCulloch Alderman T. Jackson Ms. A. VanDuzer
ALSO PRESENT:	Mr. M. Ryder Mr. N. Levitt Mr. G. Macaluso Mr. J. Leuser
REGRETS:	Mayor R. Morrow

1. Chairman's Remarks

The Chairman called the meeting to order at 2:35 p.m.

2. Correspondence

Nil

3. Minutes of Finance & Administration Committee Meeting of October 10, 1990

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE MINUTES OF FINANCE & ADMINISTRATION COMMITTEE MEETING OF OCTOBER 10, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Asbestos Management Programme : Hamilton Place

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CEO'S OCTOBER 19, 1990 REPORT, HAMILTON PLACE - ASBESTOS MANAGEMENT PROGRAMME, BE RECEIVED.

MOTION CARRIED.

4.2 Report : Comparison of Five Ontario Theatres Regarding Costs to Promoter

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE OCTOBER 18TH REPORT, COMPARISON OF FIVE ONTARIO THEATRES REGARDING COSTS TO PROMOTER, BE RECEIVED.

MOTION CARRIED.

4.3 Report : Terms of Reference : Scholarship Review Committee

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE PROPOSED TERMS OF REFERENCE FOR THE SCHOLARSHIP REVIEW COMMITTEE AS DOCUMENTED IN THE OCTOBER 31, 1990 REPORT, BE APPROVED AS AMENDED.

MOTION CARRIED.

Note: Section (a) was amended to read: "applicant must have Grade twelve and/or received the equivalent Ontario Academic Credits."

5. Reports

5.1 Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for H.E.C.F.I.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1990 FOR H.E.C.F.I. BE RECEIVED.

MOTION CARRIED.

5.2 Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for C.U.P.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1990 FOR C.U.P. BE RECEIVED.

MOTION CARRIED.

6. New Business

6.1 1991 - 1995 Capital Budget Programme for H.E.C.F.I.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE ENDORSED AND RECOMMENDED TO THE BOARD OF DIRECTORS FOR APPROVAL.

MOTION CARRIED.

6.1(i) Sprinkler System : Hamilton Place

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE 1991 CAPITAL PROJECT TO INSTALL A SPRINKLER SYSTEM IN THE PUBLIC AREAS OF HAMILTON PLACE IN THE AMOUNT OF $840,000. BE INCLUDED IN THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I.

MOTION CARRIED.

6.2 1991 - 1995 Capital Budget Programme for C.U.P.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P. BE ENDORSED AND RECOMMENDED TO THE BOARD OF DIRECTORS FOR APPROVAL.

MOTION CARRIED.

7. Other Business

7.1 H.E.C.F.I. Photocopying Requirements

Following review of the November 7th report, it was

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

H.E.C.F.I. ENTER INTO A FIVE YEAR LEASE FOR USE OF XEROX PHOTOCOPYING MACHINE, MODEL 1090; and THAT H.E.C.F.I. PURCHASE TWO XEROX MACHINES, MODELS 1075 AND 1038 RESPECTIVELY, AT A COST OF $2,870; FUNDS TO BE ALLOCATED FROM FUNDS AVAILABLE IN THE OPERATING BUDGET.

MOTION CARRIED.

8. In-Camera Motions

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 2:31 P.M.

THAT THE MINUTES OF THE FINANCE & ADMINISTRATION IN-CAMERA COMMITTEE MEETING OF OCTOBER 10, 1990 BE APPROVED.

THAT THE REPORT, AGING OF TRADE ACCOUNTS RECEIVABLE AS AT SEPTEMBER 30, 1990 BE RECEIVED.

THAT THE IN-CAMERA SESSION ADJOURN T 2:34 P.M.

9. Date of Next Meeting

Wednesday, December 12, 1990
12:30 Noon
Hamilton Room, Copps Coliseum

10. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE MEETING ADJOURN AT 2:50 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Mr. F. DeNardis, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.2 Operations Committee Sixth Report

OPERATIONS COMMITTEE SIXTH REPORT OF 1990

The Operations Committee presents its **SIXTH** Report from its meeting held November 21, 1990 and respectfully recommends the following:

1. Junior Achievement : October 17, 1990 Event

THAT A CREDIT IN THE AMOUNT OF $2,500. TO BE APPLIED TOWARDS THE 1991 EVENT BE OFFERED TO THE JUNIOR ACHIEVEMENT AS COMPENSATION FOR THE PROBLEMS THEY ENCOUNTERED DURING THEIR FUNCTION ON OCTOBER 17, 1990.

Note: Background information is attached.

Management has confirmed that the wine served at the October 17, 1990 event was donated by Andres Wines Ltd. The Vice President and Comptroller of Andres has advised that Andres Wines Ltd., in order to avoid future misunderstanding, will issue a wine requisition with deliveries rather than an invoice.

The following items were received/reviewed by the Committee and are presented to the Board for information:

(i) Correspondence.

(ii) Report: Status Report on Confirmed Events/Performances at Copps Coliseum - November, 1990 to February 1991 (attached to the Marketing and Sales Report).

(iii) Copps Coliseum Comment Cards.

(iv) The Committee directed that management proceed to obtain proposals for the installation of banking machines at Copps Coliseum and the Hamilton Convention Centre.

Respectfully submitted,

Alderman T. Murray/pb

Alderman T. Murray, Chairman

Patricia Bennett

Patricia Bennett, Secretary

HAMILTON
CONVENTION
CENTRE

115 King Street West
Hamilton, Ontario
Canada L8P 4T9
Tel. 416/523-5883

MEMO TO: OPERATIONS COMMITTEE

FROM: Gabe Macaluso
Managing Director/CEO, HECFI

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

DATE: November 20, 1990

SUBJECT: JUNIOR ACHIEVEMENT GOVERNORS' DINNER - OCTOBER 17, 1990

RECOMMENDATION:

THAT A CREDIT IN THE AMOUNT OF $2,500.00 BE OFFERED TO THE JUNIOR ACHIEVEMENT AS COMPENSATION FOR THE PROBLEMS THEY ENCOUNTERED DURING THEIR FUNCTION ON OCTOBER 17, 1990.

BACKGROUND:

Attached for the Committee's information is the correspondence regarding the Junior Achievement Governors' Dinner on October 17, 1990.

As outlined in the letter from Mr. Sienna, we offered to reduce the amount of the invoice which is $10,355.15 by $1,000.00 to be taken as a credit against next year's Governors' dinner. Although they appreciated the offer, they are expecting a more substantial amount.

The revenue generated by the dinner was $9,151.36. With direct costs including food, beverage, labour, linen and uniforms, the profit on the event was $3,590.00.

To resolve this account and in consideration of the gross profit realized, it is recommended that we increase our offer to $2,500.00 as compensation for the problems that the Junior Achievement encountered.

Regarding the dates for next year's event, I have assured Mr. Sienna that we want the Governors' Dinner back in 1991 and that we will make every effort to accommodate them.

Their original concerned resulted from a call approximately 3 weeks ago whereby Mr. Fletcher requested two dates, November 6th and 13th and was advised that these dates were not available. The Gallery of Distinction has the November 6th dates and the Ontario Library Association has all space on November 13 with the Gallery of Distinction holding a second option. Indications are that the Gallery of Distinction will be confirming for November 6th.

In my discussions with Lee Sienna, we have decided to give them the option of the Ontario Library Association space if it is released and if the Gallery of Distinction confirms. An alternate date of November 20th is also being held for the Junior Achievement.

Mr. Sienna has indicated that they will return in 1991 providing satisfactory compensation is received and an acceptable date is confirmed.

Gabe Macaluso
Managing Director/CEO
HECFI

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

Ault Foods Limited
Les Aliments Ault Limitée

405 The West Mall
Etobicoke, Ontario
M9C 5J1

Telephone (416) 626-1973
Telex 06-96[illegible]18
Fax 620-3123

November 7, 1990

Mr. Steve Dockman
Hamilton Entertainment & Convention Centre
101 York Blvd.
Hamilton, Ontario
L8R 3L4

REFERENCE: JUNIOR ACHIEVEMENT GOVERNOR'S DINNER OCTOBER 17, 1990

Dear Mr. Dockman:

Further to our phone conversation, I would like to confirm the details of our discussion.

You indicated that you generally agreed with the facts as outlined in my October 20th letter to Mr. Gallager and that: -

1. The Convention Centre staff did not handle this well although the staff did try to have the "Beach Party" event moved.

2. If a similar circumstance were to occur again in the future, your action would be to cancel the event which would disrupt the other. In fact, you agreed it was not feasible to carry out another event in the Hall while a major dinner was being held

3. The Convention Centre would agree to send out a letter to all of those people who purchased tickets to our dinner, apologizing for the problem and indicating that the fault was with the Convention Centre.

4. The Convention Centre is prepared to reduce the amount due by $1,000.00 to be taken as a credit against next year's Governor's dinner.

I have discussed your proposal with both Steve Fletcher, Chairman of our Board of Governor's and John Skirving, President of our Board of Directors. We feel strongly that this offer is not sufficient given that our dinner was ruined and the likelihood of running a successful dinner in the future is in doubt.

We have decided to pay only 50% off your bill and accordingly, I have attached our cheque for $5,177.57 as payment in full.

In regards to next year's dinner, we are open to having it at the Convention Centre again, however, I must say your staff does not appear to want us. We have requested a date for 1991 but, your office is holding that date plus one other for the Galley of Distinction Dinner. It appears they will not give us our choice of dates until the other dinner committee has decided on their date.

It seems unusual that your staff would take this position given the problem we had this year. It gives us further reason to doubt that we can carry on a successful dinner at your facility.

I trust that you will find our proposal acceptable.

Yours truly,

Lee Sienna
President
Refrigerated Products Division

c.c. Steve Fletcher
Chairman, Board of Governor's
Junior Achievement Hamilton/Wentworth

John Skirving
President
Junior Achievement Hamilton/Wentworth

Carol Houselander
Executive Director
Junior Achievement Hamilton/Wentworth

#253LS

Ault Foods Limited
Les Aliments Ault Limitée
405 The West Mall
Etobicoke, Ontario
M9C 5J1
Telephone (416) 626-1973
Telex 06-967718
Fax 620-3123

L - acc. unit
please
take Code
for response

October 20, 1990

Mr. Tom Gallager
Chairman
Hamilton Entertainment and Convention Facilities Inc.
101 York Blvd.
Hamilton, Ontario
L8R 3L4

REFERENCE: JUNIOR ACHIEVEMENT - GOVERNOR'S DINNER OCT 17, 1990

Dear Mr. Gallager:

I am a Director of Junior Achievement of Hamilton/Wentworth and for the past three years, Chairman of our organization's Governor's Dinner. We have held our dinner at the Hamilton Convention Centre since it's inception three years ago. This year our dinner was held on Wednesday, October 17th.

Our dinner is a major fund raiser for us. We had sold 350 tickets to the event, with many of the Hamilton's leading companies in attendance. We bring in a top business leader each year to speak to us. In prior years we brought in the President of Chrysler Canada, and the President of General Motors of Canada. This year our speaker was Mr. Richard Sharpe, President of Sear's of Canada.

Approximately two days before our dinner was held, our staff at the Junior Achievement Centre was told by the Convention Centre that they had booked an event in the adjacent room. This event was a "Beach Party" being held by the Insurance Brokers of Ontario. Upon hearing of this event we voiced our concerns to the management of the Convention Centre. They informed us that the event had been booked for the some time and it could not be moved. They also indicated that it should not interfere with our dinner.

Our dinner started at 7:00 P.M. with the guest speaker starting at 8:00 P.M.. At 8:00 P.M., the party next door started, which included, unfortunately, a rather loud and lively band. In our room, we could hear the band so clearly and loudly that most of us had a difficult time hearing the speakers. Several members of my board, two members of your board, Mr. Levitt and Mr. Drury, and myself tried to get your staff to stop the band from playing during the speeches, but they claimed that they could not do so. We then pleaded with the Insurance people directly who, after 20 minutes of our efforts, agreed to play "quite music for 10 minutes". This was followed by more loud music until 9:00 p.m. when they took their break.

MAYOR

Hamilton

October 29, 1990

Mr. Lee Sienna
President
Refrigerated Products Division
Ault Foods Limited
405 The West Mall
Etobicoke, ontario
M9C 5J1

Dear Mr. Sienna:

Re: Junior Achievement - Governor's Dinner - October 17, 1990

Thank you for the copy of your letter of October 20, 1990 to Alderman Gallagher, Chairman of HECFI regarding the problems you encountered with the Hamilton Convention Centre on the evening of the Governor's Dinner.

It is most unfortunate that a situation such as this caused so much difficulty for your group. I am referring your letter to Gabe Macaluso, Chief Executive Officer for HECFI, and will ask him to respond to your concerns.

Yours sincerely

Robert M. Morrow
Mayor
City of Hamilton

RMM:lt

cc Gabe Macaluso
Alderman John Gallagher

City Hall
71 Main Street West, Hamilton, Ontario, Canada L8N 3T4
Telephone: (416) 526-2790

During this time, it was very difficult to hear the speaker at all as his words were virtually drowned out by the noise. He finally ended his speech 15 minutes earlier than intended at approximately 9:00 P.M.

I cannot begin to describe to you how angry, disappointed, and embarrassed my Board of Directors, our Governor's, our audience and our speakers were over the events of that evening.

We cannot understand why we were not told of this potential conflict when we booked our event, one year earlier. We cannot understand why your staff did not make every effort to resolve the problem prior to the dinner. Finally, we were furious that your staff did not do anything to help us that evening when it was apparent that our dinner was being ruined. Under those circumstances, I believe the staff had no choice but to stop the band from playing until 9:00 P.M. In not attempting to do so, your staff showed an incredible lack of judgement and concern over the standards of service you must provide.

This incident is an embarrassment to both ourselves and the to the City of Hamilton. I have no intention of paying for the costs of this dinner until I hear from you why I should pay for such poor treatment.

Yours truly,

Lee Sienna
President
Refrigerated Products Division

c.c. Mayor Morrow

Stephen Fletcher
Chairman, Board of Governor's
Junior Achievement Hamilton/Wentworth

John Skirving
President
Junior Achievement Hamilton/Wentworth

Carol Houselander
Executive Director
Junior Achievement Hamilton/Wentworth

#238LS

OCT - 9 1990

October 12, 1990

Mr. Steve Dockman
Operations Manager
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Steve:

I would like to take this moment to extend my thanks to you and your staff for helping to make our event so successful.

Your head of security was most cooperative in providing me with keys etc. and his manner was always courteous and professional.

We had a few problems but, with your help we managed to pull off this event and overall, we feel it was a great success.

Once again, thank you for your efforts. It was a pleasure indeed to have had the opportunity to work with a professional such as yourself.

Sincerely,

Jamie Nishino

/jn

HollisCommunicationsInc

Hollis Communications Inc. 495 King Street West, Suite 200, Toronto, Ontario M5V 1K4 • Telephone (416) 340-1801 • Fax (416) 340-1799

Good Shepherd Centres

Mending hope, lives and families
~ Charity Unlimited ~

OCT 1 0 19..

October 1, 1990

Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Friends:

With the season of Thanksgiving fast approaching, we at the Good Shepherd Centre pause to reflect upon the many blessings we have received this past year. Our greatest blessing is having people like yourself who care enough to support us in our ministry. Your donation of food helps us to respond to the daily challenges as we struggle to meet the needs of the men, women and children who come to our Centres.

On behalf of the Little Brothers of the Good Shepherd, the Staff and Volunteers thank you for your generous donation. May the Lord bless you during this season of "giving thanks".

Sincerely,

Sister Rita

Sister Rita Bohnert, C.S.J.
Director, Men's Centre

SRB:bmc

Men's Centre
135 Mary Street.
Box 1003
Hamilton, Ontario L8N 3R1
528-9109

Women's Centre
Martha House
20 Emerald Street South
Hamilton, Ontario L8N 2V2
523-8895

Family Services
36 Parkdale Ave. N.
Hamilton, Ontario L8H 5W8
549-1155

CHARITABLE REGISTRATION #0001396-01-14

SKYDOME

Stadium Corporation
of Ontario Limited

Suite 3000
300 Bremner Blvd.
Toronto, Ontario
M5V 3B2

416 341-DOME
FAX 341-3101
341-3102

October 31, 1990

Mr. John T. Crane
Eng., Arena Mgr.
Director
Copps Coliseum
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear ~~John~~ John,

On behalf of the staff at Stadium Corporation, I'd like to thank you for the use of your basketball court for the recent NBA games at SkyDome. The team effort and co-ordination from your end made our conversion a lot easier.

Thanks again to the team at Copps!

Yours truly,

Bob.

Robert J. Hunter
Vice President
Operations & Tenant Services

RJH/lt

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 November 14

SUBJECT: **COPPS COLISEUM - Comment Cards**

RECOMMENDATION:

For information purposes.

Copps Coliseum
Victor K. Copps Trade Centre/Arena

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Local 10-05 meeting

DID YOU ENJOY THE EVENT? absolutely not

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☑	☐	
FACILITY	☑	☐	
CONCESSIONS	☐	☐	Didn't use them
OTHER	☐	☐	

SUGGESTIONS: Need a Better sound system for future meetings

NAME:

ADDRESS:

PHONE NUMBER:

THANK YOU

Copps Coliseum
Victor K. Copps Trade Centre/Arena

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: DUKES HOCKEY CAMP

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☑	☐	HELPFULL
FACILITY	☑	☐	COULD BE CLEANER, ESP. PLEXIGLASS
CONCESSIONS	☑	☐	SEEM YOUNG
OTHER	☐	☐	

SUGGESTIONS: HAVE INSTANT TELLER MACHINES AROUND ARENA. MORE SELECTION OF FOOD, AND BETTER QUALITY!

NAME: JOHN VASAPOLLI

ADDRESS: 29 SPRINGER AVE. HAMILTON

PHONE NUMBER: (416) 545-0279

THANK YOU

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416 527-7900

COMMENT CARD

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: JR. HOCKEY

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☑	☐	
FACILITY	☑	☐	
CONCESSIONS	☐	☑	
OTHER	☐	☐	

SUGGESTIONS: NO SIT DOWN RESTAURANT OR BAR

NAME: _____

ADDRESS: _____

PHONE NUMBER: _____

THANK YOU

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR ACTION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 November 14

SUBJECT: **COPPS COLISEUM - Cash Counter Machine**

RECOMMENDATION:

That proposals be received for the installation of a cash counter machine in Copps Coliseum.

BACKGROUND:

- Staff believes that the possibility exists to increase sales, particularly in the area of novelties and souvenirs, by having a cash counter machine installed in Copps Coliseum.

- Mr. Gabe Macaluso, Managing Director/CEO, received a letter from Ms. K. E. Keller, Manager, Marketing Development for the Royal Bank of Canada expressing an interest in having their cash counter machine installed in Copps Coliseum.

- In a telephone discussion with Ms. Keller on November 14, 1990, she indicated that they would pay a licence fee in the neighbourhood of $2,000. per year for the privilege of having their money machine installed at Copps Coliseum.

- In a discussion with Mr. Tom Bradley, Manager of Purchasing for the City of Hamilton, he indicated that because of the licence fee being offered by the Royal Bank, proposals from other banks should be requested.

- H.E.C.F.I.'s bank, the Canadian Imperial Bank of Canada, has indicated that they are not interested in installing a cash counter machine in Copps Coliseum.

Gabe Macaluso
G. Macaluso,
Managing Director/CEO.

John Crane
J. Crane,
Director, Copps Coliseum.

Committee Reports/Minutes

5.2.1 Operations Committee Minutes of October 24, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

OPERATIONS COMMITTEE

Wednesday, October 24, 1990
12:00 Noon
Copps Coliseum, Hamilton room

REGULAR MINUTES

PRESENT:	Alderman T. Murray, Chairman Alderman H. Merling, Vice-Chairman Alderman J. Gallagher Mr. G. Kay Mr. N. Levitt Mr. A. DiIanni
ALSO PRESENT:	Mr. M. Ryder Mr. G. Macaluso Mr. R. DiFilippo Mr. R. Ellison Mr. J. Crane
REGRETS:	Mayor R. Morrow

1. Chairman's Remarks

The Chairman called the meeting to order at 12:30 p.m.

2. Correspondence

MOVED by Alderman Merling, seconded by Mr. Kay that

THE OCTOBER 12, 1990 CORRESPONDENCE FROM HOLLIS COMMUNICATIONS AND THE OCTOBER 20, 1990 FROM THE CHAIRMAN OF THE ORGANIZING COMMITTEE FOR THE JUNIOR ACHIEVEMENT GOVERNOR'S DINNER, BE RECEIVED,

MOTION CARRIED.

Note: The CEO was directed to review with staff the concern raised by the Junior Achievement organization and to present a report to the next Committee meeting. As well, the CEO will clarify a possible misunderstanding in respect of the donated wine for that event. H.E.C.F.I.'s guidelines dictate that the wine must be donated and there is some doubt that the wine for this event was, in fact, donated.

3. Minutes of September 26, 1990 Operations Committee

MOVED by Alderman Merling, seconded by Mr. Kay that

THE MINUTES OF THE SEPTEMBER 26, 1990 REGULAR SESSION OF THE OPERATIONS COMMITTEE BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Report : Donated Wine : Junior Achievement

MOVED by Alderman Merling, seconded by Mr. Kay that

THE OCTOBER 12, 1990 REPORT REGARDING DONATED WINE FOR THE JUNIOR ACHIEVEMENT OF HAMILTON-WENTWORTH BE RECEIVED.

MOTION CARRIED.

Please refer to Item No. 2 above. The Committee noted that Mr. Sienna's September 25, 1990 correspondence clearly states that wine will be donated by Andres Wine.

4.2 Report : Volume Concessions : Hours of Service

MOVED by Alderman Merling, seconded by Alderman Gallagher that

THE OCTOBER 17, 1990 REPORT REGARDING THE CONCESSION HOURS OF OPERATION BE RECEIVED.

MOTION CARRIED.

Alderman Gallagher expressed his concern that Volume management had not implemented changes to improve the service prior to this incident based on previous suggestions made by Board Members.

The Committee directed management to present a status report at the next meeting of the H.E.C.F.I./Volume Concession Services contract. The City Solicitor will be requested to review the contract; her comments to be included in the report.

4.3 Update : Hamilton Place Asbestos

MOVED by Mr. DiIanni, seconded by Mr. Levitt that

THE OCTOBER 18, 1990 REPORT REGARDING ASBESTOS ABATEMENT, HAMILTON PLACE, BE RECEIVED.

MOTION CARRIED.

It was noted that the tender recommendation (which closes October 23, 1990) will be addressed by the Committee preceding the November 21st meeting of the Board of Directors.

In response to Alderman Gallagher's query, the CEO responded that to his knowledge, everything possible is being done in order for H.E.C.F.I. to meet the Ministry's compliance regulations in respect of asbestos abatement at Hamilton Place.

5. Reports

5.1 Future Confirmed Events/Bookings

MOVED by Alderman Gallagher, seconded by Mr. Kay that

THE REPORT, STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - OCTOBER, 1990 TO JANUARY, 1991 BE RECEIVED.

MOTION CARRIED.

5.2 Client Evaluations/Comment Cards : Copps Coliseum

MOVED by Alderman Gallagher, seconded by Mr. Kay that

THE CLIENT EVALUATIONS/COMMENT CARDS : COPPS COLISEUM BE RECEIVED.

MOTION CARRIED.

Management was instructed to ensure that for all events, including Dukes' hockey games, that a proper rendition of "O' Canada" is aired.

6. New Business

6.1 1991 - 1995 Capital Budget Programme for H.E.C.F.I.

The Committee's review of management's proposed 1991 - 1995 Capital Budget Programme for H.E.C.F.I. resulted in the following:

Hamilton Place : Sprinkler System

It was clarified that the sprinkler project was originally incorporated into proposed Capital Budget Programme(s) at the request of City Council. This was precipitated by a tour of the then Fire Chief who suggested its installation. It was agreed that this item would be tabled at this time and presented to the Finance and Administration Committee together with a report including: (i) the City Clerk's advice in respect of the impact on H.E.C.F.I. insurance coverage; (ii) a current directive (recommendation) from the Fire Department which includes fire regulations and by-laws; and (iii) management's survey of other like facilities in North America.

Studio Theatre Equipment and Chairs

The total project cost in the amount of $250,000. was approved; however, the amounts listed in item no. 6. (a) 'Year of Expenditure' was amended as follows:

1991	$ 80,000.
1992	$ 32,000.
1993	$138,000.

Great Hall Sound and Lighting Equipment and Chairs (Mechanical)

Carried.

Piano Nobile Lighting

Project deleted.

Various Equipment and Renovations

The total project cost in the amount of $325,000. was rejected and the proposed projects for 1994 in the amount of $100,000. and 1995 in the amount of $50,000. were deleted. The 'Gross Cost of Project' approved was $175,000.

Disabled Access Improvement

The total project cost in the amount of $80,000. was rejected. The amount of $5,000. to improve the interior ramp was approved.

The Committee is prepared to consider future recommendations presented by the Regional Advisory Committee for the Physically Disabled.

Hamilton Convention Centre : Refurbish Wentworth Exhibition Hall

This project was deleted.

Equipment and Renovations

The total project cost in the amount of $670,000. was rejected. The total project cost in the amount of $200,000. was approved.

Copps Coliseum : Display Advertising Panels

Carried.

Various Capital Revisions/Replacements for Building and Equipment

The total project cost in the amount of $350,000. was rejected. The total project cost in the amount of $250,000. was approved. The amount of $100,000. was deleted as a 1995 expenditure.

Provision for Additional Private Boxes for N.H.L.

Carried.

Corporate : Automated Facility Management System

The total project cost in the amount of $600,000. was rejected. The total project cost in the amount of $150,000. was approved.

Equipment, Furniture and Renovations

Carried.

MOVED by Alderman Merling, seconded by Mr. Kay that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE APPROVED AS AMENDED.

MOTION CARRIED.

Management was requested to insert a "percentage" column in the consolidated summary statements which provides the percentage increase recommended for the coming year over the actual spent during the previous year.

It was noted that H.E.C.F.I.'s reserve for capital projects has been depleted and that future projects will impact upon the municipality's mill rate.

6.2 1991 - 1995 Capital Budget Programme for C.U.P.

MOVED by Alderman Merling, seconded by Mr. Kay that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P. BE APPROVED.

MOTION CARRIED.

The Director of Copps Coliseum will investigate the heating/cooling problems in Room 223 at City Hall and present a report to the next Committee meeting.

7. Other Business

Nil

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 2:20 P.M.

THAT THE FOLLOWING TENDERS/CONTRACTS BE APPROVED FOR THE FRONT OF HOUSE STAGE LIGHTS AND THE HOUSE LIGHT DIMMING SYSTEM TO:

- **CANADIAN STAGING PRODUCTS - $40,150.**
- **WARD ELECTRIC LTD. - $ 9,320.**
- **SHOW-TECH INTERNATIONAL - $ 4,250.20**
- **WESTUN TORONTO INC. - $54,897.80**

and THAT THE AMOUNT OF $8,000. FOR UNION SUPPLIED LABOUR BE APPROVED; and

THAT THE TOTAL COST OF THE PROJECT IN THE AMOUNT OF $116,618. BE FUNDED FROM ACCOUNT NUMBER CF 5200 - 929051005, HAMILTON PLACE FURNITURE, EQUIPMENT AND RENOVATIONS.

THAT THE TENDER FOR REPLACEMENT OF VINYL ON THE MOVEABLE WALLS IN CHEDOKE BE TABLED UNTIL SUCH TIME AS MANAGEMENT INVESTIGATES ALTERNATIVE SOLUTIONS.

THAT THE MINUTES OF THE IN-CAMERA MEETING OF SEPTEMBER 26, 1990 BE APPROVED.

THAT CITY LINEN AND INDUSTRIAL SUPPLY BE AWARDED THE CONTRACT FOR THE SUPPLY OF ALL HAMILTON CONVENTION CENTRE LINENS ON A RENTAL BASIS FOR A PERIOD COMMENCING NOVEMBER 1, 1990 AND EXPIRING NOVEMBER 30, 1992.

THAT THE DIRECTORS' REPORTS FROM THE DIRECTOR OF COPPS COLISEUM, OPERATIONS MANAGER OF HAMILTON CONVENTION CENTRE AND ASSISTANT DIRECTOR OF HAMILTON PLACE BE RECEIVED.

THE REPORT, STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM - OCTOBER, 1990 TO JANUARY, 1991 BE RECEIVED.

THAT THE OCTOBER 12, 1990 MEMORANDUM ADVISING THAT MANAGEMENT HAD NOT EXERCISED ITS OPTION TO RENEW THE CONTRACT WITH SOUTHAM AUDIO VISUAL SERVICES AND THAT A TENDER CALL WILL BE ISSUED, WAS RECEIVED.

THAT THE IN-CAMERA SESSION ADJOURN AT 3:10 P.M.

9. Date of Next Meeting

November 21, 1990
12:00 Noon
Copps Coliseum, Hamilton Room

10. Adjournment

MOVED by Mr. Levitt, seconded by Mr. DiIanni that

THE REGULAR SESSION ADJOURN AT 2:18 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Alderman T. Murray, Chairman

Patricia Bennett, Secretary

Committee Reports/Minutes

5.3 Marketing and Sales Committee Sixth Report

MARKETING AND SALES COMMITTEE SIXTH REPORT OF 1990

The Marketing and Sales Committee presents its **SIXTH** Report from its meeting held November 23, 1990 and respectfully recommends the following:

1. Advertising Policy : Pixelboard Advertising

THAT THE JUNE 15, 1988 POLICY AND GUIDELINES FOR THE OPERATIONAL USE OF COPPS COLISEUM ELECTRONIC SIGNAGE BE AMENDED TO ALLOW FOR PAID ADVERTISING ON THE SIGN.

Note: Background documentation is attached.

2. Hamilton Place Subscription List

THAT THE HAMILTON PLACE SUBSCRIPTION SERIES, IN ITS CURRENT FORMAT, BE DISCONTINUED AND THE PHASING OUT PERIOD OCCUR OVER THE NEXT TWELVE (12) TO FOURTEEN (14) MONTHS; and

THAT THE DEVELOPMENT AND INTRODUCTION OF AN "ENTERTAINMENT GUIDE" TO REPLACE THE HAMILTON PLACE CALENDAR AND THE COPPS COLISEUM NEWSLETTER BE APPROVED; FUNDING TO BE ALLOCATED FROM THE ADVERTISING AND PROMOTION ACCOUNT No. 52002, OF THE MARKETING AND SALES 1991 OPERATING BUDGET.

Note: Background documetnation is attached.

The following items were received/reviewed by the Committee and are presented to the Board for information:

(i) Staff were directed to investigate and present a report on the feasibility of a "boutique" concept in either the Convention Centre or Copps Coliseum.

(ii) The Committee was informed that the inscriptions on the plaques installed on the Convention Wall of Fame were too small to read; staff were requested to review the choice of plaques currently being installed with a view to installing a larger, readable, size.

(iii) Report : Status Report on Confirmed Events/Performances at Copps Coliseum - November, 1990 to February, 1991.

Respectfully submitted,

Mrs. Mary Dow, Chairman

Patricia Bennett, Secretary

Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Ce
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/546-3000
Fax 416/522-3380

MEMO TO: **MARKETING AND SALES COMMITTEE**

FROM: Mr. Gabe Macaluso, Managing Director/CEO
Mr. Barry Snetsinger, Director of Marketing and Sales

DATE: 8 November 1990

SUBJECT: **PIXELBOARD ADVERTISING**

RECOMMENDATION:

THAT THE COMMITTEE AMEND THE JUNE 15, 1988" POLICY AND GUIDELINES FOR THE OPERATIONAL USE OF COPPS COLISEUM ELECTRONIC SIGNAGE" TO ALLOW FOR PAID ADVERTISING ON THE SIGN.

BACKGROUND

Current policy (attached) for the utilization of the pixelboard sign adjacent to Copps Coliseum at the corner of Bay and York allows for saleable advertising on the display panels only.

Recently, in discussion with Core Media, our sales agent for advertising signage, the issue of aggressively pursuing clients for the pixelboard was reviewed.

CURRENT STATUS

Ikea Canada, who will soon be opening a store in Burlington, have indicated interest, through their advertising agency, in buying time on the board.

Core Media recommends that a rate of $2,000.00 per month for one-twelfth of the display time during operating hours be established as the standard/ This translates into five seconds per minute.

Respectfully submitted,

Gabe Macaluso
MANAGING DIRECTOR/CEO

Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

June 15, 1988

POLICY AND GUIDELINES FOR THE OPERATIONAL USE OF COPPS COLISEUM ELECTRONIC SIGNAGE

1. General

The following guidelines have been developed to govern the use of electronic message centres located at the Coliseum and make specific reference to the exterior electronic signage located on the north east and north west corners of the Coliseum grounds.

Section 6 has been developed to govern the use of the message centre component of the interior scoreboard.

2. Operation

Messages will be displayed commencing at 0600 hours and will continue to 2400 hours, seven (7) days of the week, three hundred and sixty-five (365) days of the year. This will make available on a daily basis a total of eighteen (18) hours or one thousand and eighty (1,080) minutes for message display purposes.

Message duration and hourly frequency will determine the number of messages which may be displayed daily.

3. User Priority

Requests to display messages will be assessed with consideration given to the following user priority;

a) Copps Coliseum - event information
b) Hamilton Place/Hamilton Convention Centre - event information
c) The Corporation of the City of Hamilton - community programming information - as available
d) Public Service/Charitable Foundation - announcements - as available
e) Advertising, saleable time (display panels only)

4. Review Authority

All requests to display messages and the text of these same messages will be reviewed by the Director of Copps Coliseum. Messages will be displayed and authorized by the Director. In the absence of the Director, the Manager of Plant and Building Operations will act as the review authority.

5. Requests to Display Messages

All requests to display messages should be directed to the Administrative Assistant/Secretary, Copps Coliseum at 527-7900, Extension 301.

6. Interior Scoreboard

Messages will be displayed on the message centre component of the interior scoreboard during scheduled events. It is understood that at certain times during some events, the operation of the message centre will not be permitted. Sections 3, 4, and 5 are applicable to the operation of this message centre.

Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/546-3000
Fax 416/522-3380

MEMO TO: **MARKETING AND SALES COMMITTEE**

FROM: Mr. Gabe Macaluso, Managing Director/CEO
Mr. Barry Snetsinger, Director of Marketing and Sales

DATE: 19 November 1990

SUBJECT: **HAMILTON PLACE SUBSCRIPTION LIST**

RECOMMENDATION

THAT THE MARKETING AND SALES COMMITTEE APPROVE:

1. **THE DISCONTINUATION OF THE HAMILTON PLACE SUBSCRIPTION SERIES, IN ITS CURRENT FORMAT AND THE PHASING OUT PERIOD OCCUR OVER THE NEXT TWELVE (12) TO FOURTEEN (14) MONTHS.**

2. **THE DEVELOPMENT AND INTRODUCTION OF AN "ENTERTAINMENT GUIDE", TO REPLACE THE HAMILTON PLACE CALENDAR AND THE COPPS COLISEUM NEWSLETTER; FUNDING TO COME FROM THE ADVERTISING AND PROMOTION LINE (#52001) OF THE MARKETING AND SALES 1991 OPERATING BUDGET.**

BACKGROUND

Four years ago management of the subscription list was the responsibility of a clerk in the Hamilton Place mail room. Approximately three years ago the task was transferred to the Hamilton Place clerical staff, and was assigned to Mary Murray. When Mary was moved to Copps Coliseum earlier this year she was not replaced, instead the responsibility for the subscription list was added to the existing jobs handled by Mary Webb's Marketing Services Department, and was shared, on a day-to-day basis, between Advertising and Promotion Co-ordinators Bryan Cripps and Alison Nicholson.

Other key background information:

1. The calendar is a communication tool, not a sales tool; on average it accounts for a very small percentage of overall ticket sales, estimated to be less than 10%.

2. Proper management of the subscription program requires no less than two full days per week.

3. The financial viability of the calendar is directly tied to the quality of the programming in the facility.

CURRENT STATUS

Because of the up and down nature of their workload (ie. they are very busy when a show is being promoted at Hamilton Place) Bryan Cripps, and Alison Nicholson sometimes have time to administer the details of the list, and sometimes it must, of necessity, be a lower priority. Unfortunately we get ourselves into "trouble" on those occasions when managing the affairs of the list is secondary to their primary function. Almost like clockwork when this happens the box office at Hamilton Place receives complaint calls. Usually these calls are similar in nature to what we recently experienced with the Sharon, Lois Bram show. In this instance the Hamilton Spectator mistakenly ran an ad for the show that caused us, of necessity, to open the box office in advance of the scheduled date. Not only did this create some administrative problems but more importantly it upset a considerable number of subscribers who fully expected to be given the opportunity to buy early, a privilege that they pay for.

RATIONALE

The current situation with the subscription list is not only costing us money, but increasingly it is having a detrimental impact on the credibility and reputation of Hamilton Place specifically, and HECFI in general. It is with this in mind that we believe that the ultimate fate of the overall program must be addressed:

ie. Do we want to continue with the subscription service, in its current form?

Do we want to re-introduce the service in a new, revised format?

Do we want to discontinue the service?

In order to discontinue the subscription service there are two possible courses of action:

1. Announce the discontinuation and refund the $7.50 fee to everyone on the list.

2. Effective immediately refuse to accept renewals or new names.

In our view option #1 would be a difficult, complex and time consuming operation. Therefore, we have recommended that in order to discontinue the program in an orderly, organized and systematic manner we proceed with option #2.

Proceeding with option #2 will take approximately 14 months to complete the process of working our way out of the list. In other words, regardless of whether or not we decide to continue or to discontinue the subscription service, we still will have to deal with the clerical responsibilities for at least the next year.

SUMMARY CONCLUSION

A performing arts calendar is the tried and true method by which the industry communicates with its patrons. Inclusion on the mailing list "guarantees" a chance at getting the best seat in the house. Based on this premise patrons are prepared to pay a yearly fee, in our case $8.00 (incl. G.S.T.). However, at this time, we cannot guarantee priority seating for many of the events which take place in the building because the Philharmonic, the Bach Elgar Choir, Opera Hamilton, Theatre Aquarius, and the Geritol Follies all take individual responsibility for their ticketing, and have guaranteed their own subscribers priority seating.

Calendars work when programming works....it may seem obvious but when the facility is well programmed the calendar is a successful tool; when programming is poor the calendar suffers. As the quantity and quality of Hamilton Place programming has slipped, so has the number of subscribers. As the subscriptions drop off promoters and producers find the calendar less and less important as a marketing tool and are less and less concerned about using it or making publication deadlines. This compounds the problem and further reduces it's relevance.

We believe the downward trend in quality, coupled with the expense and problems associated with the administration of the subscription service, clearly indicate that in its current format it should be terminated.

Respectfully submitted,

Mr. Gabe Macaluso
MANAGING DIRECTOR/CEO

Mr. Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

REPORT TO MARKETING AND SALES COMMITTEE

REPORT TO: Marketing and Sales Committee
Attn: Ms. Pat Bennett, Legislative Assistant

FROM: Mr. Barry Snetsinger
Director of Marketing and Sales, HECFI

COPY TO: Ms. Leslee Stewart, Sales Executive, Copps Coliseum

DATE: 12 November 1990

RE: **STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - NOVEMBER, 1990 TO FEBRUARY, 1991**

November, 1990

10 Confirmed Events/Performances

1. **Dukes vs. Niagara Falls**
   :November 1

2. **Dukes vs. Detroit**
   :November 3

3. **Hamilton International Auto Show**
   :November 8 - 11

4. **Dukes vs. London**
   :November 15

5. **Dukes vs. Windsor**
   :November 18

6. **Dukes vs. Kitchener**
   :November 22

7. **Dukes vs. Owen Sound**
   :November 29

December, 1990

6 Confirmed Events

1. Dukes vs. Niagara Falls
:December 2

2. Dukes vs. Kitchener
:December 9

3. Dukes vs. London
:December 13

4. Dukes vs. Niagara Falls
:December 16

5. Dukes vs. Owen Sound
:December 20

6. Harlem Globetrotters
:December 26

January, 1991

14 Confirmed Events

1. Dukes vs. North Bay
:January 3

2. Dukes vs. Windsor
:January 5

3. Dukes vs. Niagara Falls
:January 8

4. 1991 Hamilton Spectator Indoor Games
:January 11

5. Dukes vs. Peterborough
:January 12

6. Landscape Ontario Convention
:January 15, 16, 17

7. Dukes vs. Kitchener
:January 20

8. Dukes vs. Owen Sound
:January 24

9. "WWF" Wrestling
January 25

10. Winterfest '91
:January 26

11. Dukes vs. Sault Ste. Marie
:January 26

12. Dukes vs. London
:January 31

February, 1991

11 Confirmed Events

1. Dukes vs. Detroit
:February 3

2. Hamilton Boat and Sportsmen's Show
:February 7 - 10

3. Hamilton Travelcamping Show
:February 14 - 17

4. Dukes vs. Kitchener
:February 21

5. Dukes vs. Sault Ste. Marie
:February 23

Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

HAMILTON
PLACE
THEATRE

Box 2080, Station A
Hamilton, Ontario
Canada L8N 3Y7
Tel. 416/525-3100

There are no confirmed upcoming Promotion/Co-Promotions for Hamilton Place

November 15, 1990

Committee Reports/Minutes

5.3.1 Marketing and Sales Committee Minutes of October 26, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MARKETING AND SALES COMMITTEE

Friday, October 26, 1990
8:00 A.M.
Hamilton Place Board Room

REGULAR MINUTES

PRESENT:	Mrs. M. Dow, Chairman Mr. M. Ryder, Vice-Chairman Alderman D. Drury Alderman D. Agostino Mr. W. Tidball
ALSO PRESENT:	Mr. G. Macaluso Mr. B. Snetsinger Mr. R. Ellison Mr. R. DiFilippo
REGRETS:	Mayor R. Morrow Alderman J. Gallagher

1. Chairman's Remarks

Mrs. Dow opened the meeting at 8:10 a.m. by welcoming everyone to the meeting and to express her enthusiasm at learning of the NHL Board of Governors' Finance Committee site inspection of Copps Coliseum. The CEO advised that the NHL VP of Finance will be meeting with consultant Gerry Patterson to work out the details of the visit. The CEO pointed out that it is likely all of the cities who have tendered bids and who have facilities will be visited by the NHL.

2. Correspondence

MOVED by Mr. Ryder, seconded by Mr. Tidball that

THE ITEMS OF CORRESPONDENCE INCLUDED AS ATTACHMENT 2 OF THE AGENDA BE RECEIVED.

MOTION CARRIED.

Alderman Drury queried whether the concerns raised by the organizers of the Junior Achievement Governor's Dinner are being addressed. Management advised that the Operations Committee had directed the CEO to review the issue with staff and to present a report to the next Committee meeting. It was agreed that, as well, the report will be presented to the Marketing and Sales Committee.

3. Minutes of Regular Session September 28, 1990

MOVED by Alderman Agostino, seconded by Alderman Drury that

THE MINUTES OF THE REGULAR SESSION OF THE SEPTEMBER 28, 1990 MEETING BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Report : Comparison of Facility Costs : Ontario Performing Arts Theatres

During review of the October 18th report submitted by Mr. Burrows, the pros and cons of "house programmes" were discussed. It was suggested that a charge could be levied for the programmes; and/or that corporate sponsors could be engaged. The CEO pointed out that production costs for 1990 will be approximately $73,000; that the issue will be addressed in the 1991 Marketing Plan. It was

MOVED by Mr. Ryder, seconded by Alderman Drury that

THE REPORT, COMPARISON OF FACILITY COSTS : ONTARIO PERFORMING ARTS THEATRES, BE RECEIVED; and

THAT MR. BURROWS BE DIRECTED TO PURSUE THE ATTAINMENT OF THE ACTUAL SETTLEMENT FIGURES FOR SELECTED ATTRACTIONS FEATURED IN AT LEAST THREE OF THE SIX THEATRES DURING THE SAME FISCAL YEAR, AS OUTLINED IN THE OCTOBER 18TH REPORT.

MOTION CARRIED.

The CEO pointed out that presently, H.E.C.F.I. employs three full time people (one employee at Copps Coliseum, two at Hamilton Place) to perform advertising and marketing services to promoters, free of charge. These employees are overseen by a Marketing Services Manager. Management has noted that other like facilities charge for this service and in addressing the issue, has requested the advertising agency, Torsney, Barrett, Robert to assess the service and to consider encompassing this aspect in its service to H.E.C.F.I.

Among the duties of the Marketing Services Department is the subscription mailing list which the Director of Marketing and Sales stated was not a selling or marketing tool but perhaps, was an information piece. The feasibility of abolishing the mailing list either totally or by phasing it out was discussed and it was

MOVED by Alderman Drury, seconded by Mr. Ryder that

MANAGEMENT BE DIRECTED TO PRESENT A REPORT TO THE NEXT MARKETING AND SALES COMMITTEE MEETING WHICH PROVIDES AN OVERVIEW OF THE CURRENT HOUSE PROGRAMMES AND SUBSCRIPTION MAILING LIST FUNCTIONS, INCLUDING COSTS (staff time included); ALTERNATIVE SERVICES; BENEFITS; and THE FEASIBILITY/COST EFFECTIVENESS OF TENDERING THE SERVICE(S) TO OUTSIDE AGENCIES.

MOTION CARRIED.

4.2 Board/Committees Budget Breakdown

The Board reviewed management's October 4th report containing the Board/Committees Budget Breakdown. Results of the review are as follows:

- the CEO informed the Board that the annual H.E.C.F.I. Christmas Party will not be subsidized this year (as a result of the cutbacks and keeping in mind that the Board had subsidized a staff reception in recognition of staff's contribution towards the success of CSAE). The CEO has approved that the 1990 event therefore be held at the Convention Centre; staff will pay for food at cost and serve themselves. The Committee suggested that Board Members serve staff at this event; the CEO to advise the convenor;

- Suggestion : reduce the Entertainment, Meetings and Receptions budget line from $10,000. to $5,000 and that ticket purchases be limited to one table of ten;

- Suggestion : in an attempt to save on mailing/courier charges, that mailings to the Board be limited to one per week; to be coordinated by the Secretary to the Board; as well, consider the use of electronic mail which may cut down on the amount of mail being generated;

- It was clarified that the cost of citizen Board Member parking is $75. for each Member, per month and it was agreed that a more cost efficient method (i.e. parking coupons) would be more appropriate. Those Citizen Members present commented that their individual use of the parking passes was not sufficient to justify the cost involved. It was noted that there is a lengthy waiting list for monthly parking and it was

  MOVED by Mr. Tidball, seconded by Mr. Ryder that

  IN LIEU OF MONTHLY PARKING PASSES, AN ALTERNATE METHOD OF REIMBURSEMENT OF PARKING COSTS INCURRED BY CITIZEN BOARD MEMBERS BE ADOPTED.

  MOTION CARRIED.

It was suggested that Board Members could either be provided with a number of parking coupons which can be used as required (and replenished by H.E.C.F.I. when required) or to return to the system of obtaining an endorsement on the individual parking chits.

The CEO noted that an overall 10% reduction to this budget line will be accomplished during the 1991 budget process.

5. Reports

5.1 Future Confirmed Events/Bookings

MOVED by Mr. Tidball, seconded by Mr. Ryder that

THE REPORT, STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - OCTOBER, 1990 TO JANUARY, 1991 BE RECEIVED.

MOTION CARRIED.

6. New Business

6.1 Budget Workshop : Marketing and Sales

It was agreed that the Budget Workshop will be scheduled to take place following the next Marketing and Sales Committee meeting scheduled to take place Friday, November 23, 1990.

6.2 Ontario Liberal Leadership Convention

Following a brief discussion, it was agreed that the Director of Marketing and Sales will join the City and Regional bid committee in its efforts to attract the Leadership Convention to Hamilton.

7. Other Business

Nil

8. In-Camera Motions

The following motions were carried during the In-Camera session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 9:38 A.M.

THAT THE MINUTES OF THE IN-CAMERA MEETING OF SEPTEMBER 28, 1990 BE APPROVED.

THAT THE REPORT FROM THE DIRECTOR OF MARKETING AND SALES - SEPTEMBER, 1990 BE RECEIVED.

THAT THE SALES REPORT - HAMILTON CONVENTION CENTRE, SEPTEMBER, 1990 BE RECEIVED.

THAT THE REPORT, FUTURE UNCONFIRMED EVENTS/BOOKINGS BE RECEIVED.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:45 A.M.

9. Date of Next Meeting.

Friday, November 23, 1990
8:00 A.M.
Hamilton Convention Centre
Room 206

10. Adjournment

MOVED by Mr. Ryder, seconded by Alderman Agostino that

THE MEETING BE ADJOURNED AT 9:37 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

Mrs. Mary Dow, Chairman

Patricia Bennett, Secretary

Committee Reports/Minutes

5.4 Hamilton Place Task Force Eleventh, Twelfth and Thirteenth Reports

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF NOVEMBER 13, 1990

The Hamilton Place Task Force presents its **ELEVENTH** Report and respectfully submits the following for information:

1.1 Business Arising from Minutes - Draft Report - Hamilton Place Task Force

The Committee continued to review and discuss the contents of the final report. Members agreed that the final report should be by consensus.

1.2 Business Arising from Minutes - Analysis of Variable and Fixed Costs - Hamilton Place

The Committee received an information report (herein attached as **Schedule "A"**) from Mr. John A. Leuser, C.A., Director of Finance and Administration, dated November 9, 1990, on variable and fixed costs of Hamilton Place.

2.1 Other Business - Correspondence Received

Correspondence from Mr. Gabe Macaluso, Managing Director/CEO dated November 5, 1990 was received as information (herein attached as **Schedule "B"**).

2.2 Other Business - Correspondence Received

The Task Force received correspondence from Mr. C. Renaud, Financial Secretary of the International Alliance of Theatrical Stage Employees, Local 129, herein attached as **Schedule "C"**.

3. Date of Next Meeting

The Committee will meet Monday, November 26, 1990 at 3:00 p.m.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard" per Jmills

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

Jmills

JOAN MILLS
TASK FORCE SECRETARY

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
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Fax 416/527-6856

FOR INFORMATION

MEMO TO: **HAMILTON PLACE TASK FORCE**

FROM: Mr. John A. Leuser, C.A.
Director of Finance
and Administration

DATE: November 9, 1990

SUBJECT: **ANALYSIS OF VARIABLE AND FIXED COSTS - HAMILTON PLACE THEATRE**

RECOMMENDATION

That the report on the analysis of variable and fixed costs of Hamilton Place Theatre be received for information.

BACKGROUND

The Hamilton Place Task Force at its meeting on July 24, 1990 requested a report on fixed and variable costs related to the operation of Hamilton Place Theatre.

Attached on Schedule 1 is an analysis of variable and fixed costs for Hamilton Place Theatre. In preparing this report, I attempted to quantify all costs related to the operation of Hamilton Place Theatre. In doing so, costs related to the Corporate Department and the Central Utilities Plant were included in this analysis as chargebacks to Hamilton Place Theatre since these two departments provide the following essential services to Hamilton Place Theatre:

- marketing;
- box office;
- financial and accounting;
- administration; and
- energy

The following should be noted in respect of the attached analysis:

(1) C.U.P. costs have been included in the analysis as follows:

Variable Costs - Energy Bill	$235,770
Fixed Costs - Overhead	150,770
	$386,540

Although these costs are not currently charged back to HECFI, they are incurred by the Corporation of the City of Hamilton on behalf of Hamilton Place Theatre.

...2

(2) Total variable costs, including the C.U.P. energy bill, represent 92.7% of total revenue. The remainder of only 7.3% represents an earned contribution margin towards fixed costs.

(3) Annual fixed costs, including C.U.P. overhead costs, are $1,936,021 or $5,304 on a per calendar day basis.

(4) The excess of expenditures over revenue from operations on an annual basis is $1,801,299 or $4,935 on a per calendar day basis. This relates to the two venues - the Great Hall and the Studio Theatre. Please note that our accounting system does not separately track and accumulate expenses for each of these two venues. However, a possible method of allocating costs to these two venues may be on the basis of seating capacity--Great Hall (2,191 seats) and Studio Theatre (327 seats). Based on such an allocation method, the excess of expenditures over revenue from operations would be distributed as follows:

	Excess of Expenditures Over Revenue From Operations	
	Annual Basis	Per Calendar Day Basis
Great Hall	$1,567,130	$4,293
Studio Theatre	234,169	642
	$1,801,299	$4,935

If one assumes a reasonable level of activity for both venues of approximately 220 event days, (which approximates activity levels in 1989) then the licence fees or rent charged for each venue would need to increase as follows in order for Hamilton Place Theatre to break-even.

	Licence Fee Increase Per Event Day
Great Hall	$7,123
Studio Theatre	1,064

Currently, the 1990 rates per performance for the Arts Groups are:

Great Hall - Forestage	$1,925 (flat rate)
Great Hall - Main Stage	2,310 (flat rate)
Studio Theatre	420 (flat rate)

Commercial rates for other organizations involving the Great Hall are:

Forestage	$1,925	or 11% of gross ticket sales, net of C.I.F.
Main Stage	2,310	or 11% of gross ticket sales, net of C.I.F.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachment

SCHEDULE 1

HAMILTON PLACE THEATRE (H.P.T.)
ANALYSIS OF VARIABLE & FIXED COSTS

1990 BUDGET ESTIMATES

	HAMILTON PLACE THEATRE	ALLOCATION FOR CORPORATE	ALLOCATION FOR C.U.P.	TOTAL	AS A % OF BUDGET ESTIMATES
REVENUE	$1,618,910	$235,966	--------	$1,854,876	100.0%
LESS VARIABLE COSTS:					
H.P.T. see attached detail	1,353,900	--------	--------	1,353,900	73.0%
Box Office	--------	130,484	--------	130,484	7.0%
CUP - Energy Bill	--------	--------	235,770	235,770	12.7%
	$1,353,900	$130,484	$235,770	$1,720,154	92.7%
Contribution Margin Earned Towards Fixed Costs	265,010	105,482	<235,770>	134,722	7.3%
					Fixed Costs per Calendar Day
FIXED COSTS:					
H.P.T. see attached detail	939,320	--------	--------	939,320	$2,573
CORPORATE					
Marketing/Sales	--------	411,340	--------	411,340	1,127
CEO's office	--------	63,837	--------	63,837	175
Board/Committees	--------	58,047	--------	58,047	159
Finance and Administration	--------	209,723	--------	209,723	575
Box Office	--------	102,984	--------	102,984	282
CUP - Overhead	--------	--------	150,770	150,770	413
	939,320	845,931	150,770	1,936,021	5,304
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	$ 674,310	$740,449	$386,540	$1,801,299	$4,935

The following should be noted in respect of the above analysis:

1. Central Utilities Plant (CUP) charges in the amount of $386,540 have been included in the analysis since they are incurred by the Corporation of the City of Hamilton on behalf of Hamilton Place Theatre.

2. The next Corporate cost allocation from HECFI is $740,449. The basis of allocating these costs were the following:

   - Box Office charges were allocated between Hamilton Place Theatre and Copps Coliseum in relative proportion to each facility's earned share of total Box Office Fee revenue; and

   - the costs associated with Marketing and Sales, the CEO's office, the Board/Committees and the Finance and Administration Department were allocated on the basis of one third.

3. The Corporate revenue allocation of $235,966 is comprised of the facility's share of:

   - Box Office Fees earned
   - Interest earned
   - Unredeemed gift certificates
   - Retail Sales Tax Commission

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

November 5, 1990

Chairman and Members
Hamilton Place Task Force

Dear Chairman and Members:

In reply to your correspondence dated October 25, 1990, the target date of mid to late November, 1990, for delivery of the final report of the Task Force is satisfactory.

Yours sincerely,

Gabe Macaluso
Managing Director/CEO

attach.
c.c. Alderman John Gallagher
Chairman, HECFI Board

EXPERTS IN STAGECRAFT

INTERNATIONAL ALLIANCE

TECHNICAL ADVICE AVAILABLE ON STAGE LIGHTING · MAINTENANCE FULL STAGE OPERATION · ETC.

Theatrical Stage Employees

LOCAL 129

P.O. BOX 398, HAMILTON, ONTARIO, CANADA

HAMILTON & DISTRICT LABOUR COUNCIL · C.L.C. — A.F.L. · C.I.O

Mr. Paul Jaggard
Chairman
H.P. Task Force

Responding to your verbal request, Local 129 I.A.T.S.E. will be pleased to Co-operate with the Task Force.

Please forward a written invitation to attend, to Mr. D. Munn, President Local 129 outlining the areas you wish to discuss.

C. Renaud

Financial Secretary
Local 129

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF NOVEMBER 26, 1990

The Hamilton Place Task Force presents its **TWELFTH** Report and respectfully submits the following for information:

1. **Minutes of Previous Meetings - November 6, November 13, 1990**

   The Minutes of the Regular Meetings of the Hamilton Place Task Force held on November 6, and November 13, 1990 are attached for information as **Schedule "A"**.

2. **Business Arising from Minutes - Draft Report - Hamilton Place Task Force**

   The Committee continued to discuss the contents of the final report. A proposed timetable for the release of the report was discussed with the HECFI Board receiving the report December 14, 1990; release to media December 17, 1990; with a press conference scheduled for December 18, 1990.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard" per J. Mills

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

J. Mills

JOAN MILLS
TASK FORCE SECRETARY

Attachment

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force Meetings of November 6, November 13, 1990

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Tuesday, November 6, 1990
3:00 p.m.
Hamilton Place, Piano Nobile

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. G. Davis, Regional Finance
Mr. P. Mandia, Theatre Aquarius

ALSO PRESENT: Mr. G. Macaluso, Managing Director/CEO
Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. Hamilton, Geritol Follies
Mr. J. Hammond, Hamilton and Region Arts Council

GUEST: Ms. Carmen Nemeth, Citizen Member,
Arts Advisory Sub-Committee
Mr. Bill Powell, Creative Arts Inc.

MEDIA: Ms. Barbara Brown, The Hamilton Spectator

1. Chairman's Remarks

The meeting was called to order and commenced at 3:20 p.m.

2. Minutes of Previous Meetings -
October 10, October 17, October 24, 1990

It was

MOVED by Mr. Holgersen, seconded by Ms. York

THAT THE HAMILTON PLACE TASK FORCE MINUTES OF ITS REGULAR MEETINGS ON OCTOBER 10, 1990, OCTOBER 17, 1990 AND OCTOBER 24, 1990 BE APPROVED.

MOTION CARRIED.

Mr. Renaud, in reference to the October 10, 1990 Regular Minutes, Page 2, second to last paragraph relative to rental

rates for the Studio Theatre, denied that he stated that the Studio Theatre should be provided for free. The Chairman and other members specifically recalled Mr. Renaud's statement and the minutes were not amended.

Mr. Renaud, in reference to the October 24, 1990 Regular Minutes, Page 1, first paragraph relative to the Task Force final report reflecting the opinions of the majority of the Task Force members with opposition being recorded, stated that the report should reflect the views of all members. The Chairman again stated that opposing views will be noted and recorded.

3. Business Arising from Minutes - Draft Report

The Chairman indicated that the Task Force Final Report will not entertain minority reports as it would be destructive. The Chairman reminded the members that section ten of the draft report deals with funding of the arts relative to Hamilton Place only.

Handouts such as another draft of the report, listing of membership of the Hamilton Place Committee, a draft financial spreadsheet from Mr. Davis relative to Regional Funding History, and a schedule from Ms. Cheryl York reflecting grants funding to performing arts organizations 1974-1989, were received by the Committee.

Ms. York will obtain separate figures relative to festivals and include separately in schedule.

Mr. Macaluso arrived at 3:40 p.m.

The Chairman read Mr. Tidball's faxed revision to the draft report relative to Historical Perspective and as it did not differ significantly from that submitted by the Chair, the Committee supported the Chair.

The Committee continued to review the draft report, implementing revisions were applicable.

It was agreed that programming is not only choosing right acts but also building an audience, and the market has changed.

Ms. Susan Worthington left at 4:35 p.m.
All guests left at 4:30 p.m.

On the topic of event charges, IATSE stagehands charges were discussed. Questions were asked by members relative to hours of work, manning policies, etc. It was suggested that arts groups should have input on contract negotiations. Mr. Macaluso briefly explained the three contracts with IATSE Local 129 across HECFI.

Ms. York left the meeting at 5:00 p.m.

4. Other Business - Correspondence Received

The Chairman referred to a letter addressed to him dated November 2, 1990 from Lynn Dale, Secretary, Arts Advisory Sub-Committee, which stated that the Arts Advisory Sub-Committee at its meeting held November 1, 1990 approved the following recommendation: "That the Arts Advisory Sub-Committee notify the Hamilton Place Task Force that the Arts Advisory Sub-Committee intends to present a position paper." Mr. Mandia advised that the position paper will be submitted to the Task Force.

5. Date of Next Meeting

The Committee agreed to meet Tuesday, November 13, 1990 at 3:00 p.m.

6. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Renaud

THAT THE MEETING BE ADJOURNED. (5:20 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

_____
Paul R. Jaggard, C.A., Chairman

_____
Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Tuesday, November 13, 1990
3:00 p.m.
Hamilton Place, Meeting Room #1

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. P. Mandia, Theatre Aquarius
Ms. C. Hamilton, Geritol Follies
Mr. J. Hammond, Hamilton and Region Arts Council

ALSO PRESENT: Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)
Mr. G. Davis, Regional Finance

GUESTS: Ms. C. Nemeth, Citizen Member,
Arts Advisory Sub-Committee
Ms. L. Robinson, Hamilton and Region Arts Council
Mr. S. Taylor, Pres., Hamilton Musicians Guild

1. Chairman's Remarks

The meeting was called to order and commenced at 3:10 p.m.

2.1 Business Arising from Minutes -
Draft Report

The Chairman suggested that the Committee discuss the process that should be followed in order that the membership may indicate their approval for the final report and he then opened the floor for discussion. The following motion was defeated on a vote of 4-3, and put forward by Ms. York, seconded by Mr. Tidball: that the Task Force seek approval of the final report section by section. Members expressed that the final report should be approved by the majority of the members. Mr. Hammond stated that Hamilton and Region Arts Council is on record as opposing market rates but had no intention of weakening the impact of the report. It was felt that the section on rental rates in the report could state that it was not unanimously approved. Ms. York clarified her intent of her motion, stating

that the final result will be an endorsed document however the draft should be approved section by section as the members move through the report. All agreed that Sections 1-6 met approval of the members with the exception of Section 3.

The Chairman indicated that the Committee was in receipt of the third draft report. The Secretary had been previously instructed to abstain from circulating the drafts of the report as it was still evolving and changing. Mr. Renaud stated that he had told the Arts Advisory Sub-Committee that he was eighty percent in favour of the draft, but that the Sub-Committee had a comment on one sentence in the Mandate. The Chairman suggested that the Arts Advisory Sub-Committee write to him. Mr. Renaud said that the Sub-Committee is attempting to write in order to voice its support of the Task Force.

Relative to the question of minority reports, the following motion was made by Mr. Hammond, seconded by Mr. Renaud, and subsequently withdrawn: that descending reports be expressed and included in the body of the final report of the Task Force.

Members felt that the final report should be solid, by consensus. Mr. Tidball agreed that entertaining a minority report in the body of the final report would weaken it.

The Committee then continued to review the draft report. Lengthy discussions ensued respecting reporting processes and authority outlined in draft recommendations.

Ms. D. Nemeth, guest, left the meeting at 4:20 p.m.
Mr. S. Taylor, guest, left the meeting at 4:30 p.m.
Ms. Susan Worthington, representative from Bach Elgar Choir, arrived at 4:35 p.m.

Discussion continued relative to programming. In response to a question, Mr. Leuser advised that events at Hamilton Place were booked and determined solely by the General Manager and that he had set his budget, and established an annual plan.

Ms. L. Robinson, guest, left the meeting at 4:50 p.m.

Mr. Leuser commented on the revisions he had provided the Chairman respecting financial results and allocation of HECFI charges.

Ms. S. Worthington, representative, left the meeting at 4:55 p.m.

The Task Force then focused on event charges and IATSE issues in the draft report. Mr. Renaud stated that he felt that the Task Force should not get involved with this issue as there are contracts signed, and suggested that arts groups sit down with management prior to contract negotiations and discuss issues. The Chairman felt that since the stagehand costs represent the largest component of event charges, it is most appropriate to include the issue in the report.

Mr. Holgersen, representative, left the meeting at 5:05 p.m.
Ms. York, representative, left the meeting at 5:05 p.m.

It was suggested that users of Hamilton Place discuss issues with management prior to IATSE contract negotiations, every three years. Mr. Renaud will review IATSE issues and event charges in report for next meeting.

The Chairman asked that the draft report remain confidential. Mr. Renaud assured the Committee that he would not give it out but merely review it.

2.2 Business Arising from Minutes - Analysis of Variable and Fixed Costs - Hamilton Place Theatre

The Task Force received an information report from Mr. John A. Leuser, Director of Finance and Administration, dated November 9, 1990, on the variable and fixed costs of Hamilton Place.

3.1 Other Business - Correspondence Received

The Task Force received correspondence from Mr. Gabe Macaluso, Managing Director/CEO dated November 5, 1990 which replied to theirs of October 25, 1990. The correspondence stated that the target date of mid to late November, 1990 for delivery of the final report of the Task Force was satisfactory.

3.2 Other Business - Correspondence Received

The Task Force received correspondence from Mr. Chuck Renaud, Financial Secretary of the International Alliance of Theatrical Stage Employees, Local 129, stating that IATSE would be pleased to co-operate with the Task Force and requesting a written invitation to attend, outlining the areas to be discussed. To this, the Chairman stated that IATSE would not be invited to attend but was welcome to provide a written submission to the Task Force.

4. Date of Next Meeting

The Committee agreed to meet Monday, November 26, 1990 at 3:00 p.m.

5. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Hammond

THAT THE MEETING BE ADJOURNED. (5:15 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

_____
Paul R. Jaggard, C.A., Chairman

_____
Joan Mills, Secretary

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF DECEMBER 12, 1990

The Hamilton Place Task Force presents its **THIRTEENTH** Report and respectfully recommends the following:

1. **Minutes of Previous Meetings - October 31, November 26, 1990**

That the Minutes of the Regular Meetings of the Hamilton Place Task Force held on October 31, and November 26, 1990 be approved (attached herein as **Schedule "A"**).

Note: Also attached are unapproved Regular Minutes of the meeting on December 12, 1990.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard" per JM

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

J Mills

JOAN MILLS
TASK FORCE SECRETARY

Attachment

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force Meetings of October 31, November 26, 1990

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, October 31, 1990
3:00 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT:	Mr. P. Jaggard, Chairman (Opera Hamilton) Mr. Wm. Tidball, Vice-Chairman (HECFI Board) Ms. C. York, Culture and Recreation Mr. C. Renaud, Arts Advisory Sub-Committee Mr. J. Holgersen, Hamilton Philharmonic Orchestra Ms. S. Worthington, Bach Elgar Choir Mr. G. Davis, Regional Finance Ms. C. Hamilton, Geritol Follies Mr. J. Hammond, Hamilton and Region Arts Council Mr. P. Mandia, Theatre Aquarius
ALSO PRESENT:	Mr. J. Leuser, Director of Finance & Admin. Mr. R. DiFilippo, Comptroller Ms. J. Mills, Task Force Secretary
REGRETS:	Ald. H. Merling (on City business)
GUEST:	Ms. L. Robinson, Hamilton and Region Arts Council
MEDIA:	Mr. Alan Wither, CKOC 1150

1. Chairman's Remarks

The meeting was called to order and commenced at 3:20 p.m.

2. Business Arising from Minutes - Index for Report

The Committee continued to discuss the contents of the final report.

Draft handouts entitled Exhibit 2.8 and 2.9 which reflected municipal funding for the arts was disscussed and Ms. Cheryl York was requested to compile the total grants to performing arts organizations from 1974 to 1989 to be included in the draft Exhibit 2.9. The Chairman also requested Mr. Gerry Davis to go back to 1973 and investigate totals of funding for the arts.

Editing of the draft report continued. The Secretary was requested to provide a listing of the members that are on the Hamilton Place Committee for the next meeting.

3. Other Business

nil

4. Date of Next Meeting

The Committee agreed to meet Tuesday, November 6, 1990 at 3:00 p.m.

5. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Davis

THAT THE MEETING BE ADJOURNED. (5:05 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Monday, November 26, 1990
3:00 p.m.
Hamilton Place, Meeting Room #1

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. P. Mandia, Theatre Aquarius
Mr. J. Hammond, Hamilton and Region Arts Council

ALSO PRESENT: Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. Hamilton, Geritol Follies

GUESTS: Ms. L. Robinson, Hamilton and Region Arts Council
Mr. D. Munn, I.A.T.S.E. Local 129
Mr. D. Stewart, I.A.T.S.E. Local 129

1. Chairman's Remarks

The meeting was called to order and commenced at 3:30 p.m.

2. Minutes of Previous Meetings

It was

MOVED by Mr. Mandia, seconded by Mr. Hammond

THAT THE REGULAR MINUTES OF THE HAMILTON PLACE TASK FORCE OF ITS MEETINGS ON NOVEMBER 6 AND NOVEMBER 13, 1990 BE APPROVED.

MOTION CARRIED.

3. Business Arising from Minutes -
Draft Report

The Chairman referred to an article in the November issue of "Hamilton" magazine which interviewed Mr. Jim Skarratt on his views re Hamilton Place, and he then asked the members to consider whether it should be included in the Hamilton Place

Task Force Final Report. The Chairman continued to outline amendments to the draft report.

The Secretary was requested to distribute to the members Mr. Ryder's report and the magazine article re Mr. J. Skarratt.

Messrs. Holgersen and Davis left at 3:55 p.m.

The Chairman outlined the paragraphs respecting IATSE charges for the Committee. The Secretary advised the Chairman that the Managing Director/CEO has responded to the earlier suggestion from the Committee, and has requested that a letter be sent to major users of the Great Hall, inviting them to meet prior to the next set of negotiations re IATSE Local 129.

A lengthy discussion commenced regarding the economic impact of the arts. Reference was made to Mr. M. Ryder's report which referred to the economic impact of an NHL franchise in Hamilton. Mr. Leuser offered a more current quote on economic impact from Mr. Ryder re NHL. Mr. Leuser was asked to obtain a current report from Mr. Ryder if possible. Some members felt that there should not be reference in the Task Force Report to sports as a comparison with the arts relative to economic impact.

The Chairman indicated that he would prepare an Executive Summary and a Summary of Recommendations, and requested that the members review the report and contact him regarding contents, etc. this week.

Mr. Munn, guest, left the meeting at 4:15 p.m.

A proposed timetable for the release of the Hamilton Place Task Force Final Report was discussed. Members of the Committee were insistent that the HECFI Board of Directors receive the Final Report first, and December 14, 1990, was targeted for distribution to the HECFI Board. Proposed release to the media, i.e. CHCH, CKOC, CHML and The Spectator, was targeted for December 17, 1990 with a press conference December 18, 1990. Final editing of the Report was to be done by Messrs. Tidball, Hammond and Jaggard.

Ms. York left the meeting at 5:05 p.m.

The Chairman gave permission to Mr. Renaud to circulate the draft report at a meeting of the Arts Advisory Sub-Committee for discussion purposes, as long as the copies of the draft report were not left with the members.

4. Other Business

nil

5. Date of Next Meeting

The date of the next meeting was not discussed.

6. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Hammond

THAT THE MEETING BE ADJOURNED. (5:15 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

_____
Paul R. Jaggard, C.A., Chairman

_____
Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, December 12, 1990
3:00 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ald. H. Merling, HP Chairman, (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Mr. G. Davis, Regional Finance
Ms. L. Robinson, designate, Hamilton and Region Arts Council

ALSO PRESENT: Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ms. C. Hamilton, Geritol Follies
Ms. S. Worthington, Bach Elgar Choir
Mr. P. Mandia, Theatre Aquarius
Mr. J. Hammond, Hamilton and Region Arts Council

GUESTS: Ald. V. Formosi, Ward 6

1. Chairman's Remarks

The meeting was called to order and commenced at 3:10 p.m. Aldermen Merling and Formosi entered the meeting at 3:15 p.m.

The Chairman wished to proceed with the in-camera session.

2. Motion to Move In-Camera

It was

MOVED by Mr. Tidball, seconded by Mr. Holgersen

THAT THE MEETING MOVE INTO IN-CAMERA. (3:15 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

URBAN/MUNICIPAL
CA4 ONHBL U89
A56 1991

Friday, December 21, 1990
9:00 A.M.
HAMILTON CONVENTION CENTRE
Room 314

ORDER OF BUSINESS
REGULAR AGENDA

DECLARATION OF CONFLICT OF INTEREST

1. **Opening Remarks**

2. **Correspondence** — Attachment 2

   2.1 November 12, 1990 Correspondence from Mrs. P. Filer, Gallery of Distinction

3. **Regular Minutes of November 16, 1990** — Attachment 3

   3.1 Errors or Omissions
   3.2 Motion to Approve

4. **Business Arising From the Minutes**

5. **Committee Reports/Minutes**

   5.1 Finance and Administration Eighth Report — Attachment 5.1
   5.1.1 Finance and Administration Committee Minutes of November 7, 1990 — Attachment 5.1.1

5.2	Operations Committee Sixth Report	Attachment 5.2
5.2.1	Operations Committee Minutes of October 24, 1990	Attachment 5.2.1
5.3	Marketing and Sales Committee Sixth Report	Attachment 5.3
5.3.1	Marketing and Sales Committee Minutes of October 26, 1990	Attachment 5.3.1
5.4	Hamilton Place Task Force Eleventh, Twelfth and Thirteenth Reports	Attachment 5.4

6. **New Business**

7. **Other Business**

8. **Date of Next Meeting**

January 18, 1991
8:00 A.M.
HAMILTON CONVENTION CENTRE, Room 314

9. **Adjournment**

December 17, 1990
Patricia Bennett
Secretary to the Board of Directors

OUTSTANDING BUSINESS

(i) Amalgamation of Arena\Trade Centre Foundation and Hamilton Place Foundation

2. Correspondence

Hamilton Gallery of Distinction
c/o S. Patricia Filer
Box 7118
Ancaster, Ontario
L9G 3L3

Board of Directors

Executive Committee:
S. Patricia Filer, President
Joseph Smith, Vice-President
J. R. Jones, Hon. Secretary
Stanley J. Seneco, Treasurer
Alfred U. Oakie, Immediate Past President

Directors:
Peter Baker
Kenneth Baker
J. K. Carmen
Frank DeNardis
Peter Earle
Dr. John Frid
Dr. Mary E. Keyes
Milton J. Lewis, Q.C.
Alderman Wm. McCulloch
Anna McCusker
Paul Sparrow
Michael Torsney

November 12, 1990

HECFI
101 York Blvd.
Hamilton, Ontario
L8R 3L4

Dear Miss Bennet:

The Board of the Hamilton Gallery of Distinction wishes to express its gratitude for the marvellous cooperation you have given us to effect this year's Annual Dinner. Everything went well and we do recognize the effort put into this affair by all your staff. We also appreciate the good fortune we feel when we see the Gallery displayed on the wall of the Convention Centre.

Your cooperation in making the dinner effective is appreciated more than we can express.

Yours truly,
Gallery of ~~Dist~~inction

S. Patricia Filer,
President

spf/ag

3. Regular Minutes of November 16, 1990

3.1 Errors or Omissions
3.2 Motion to Approve

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

REGULAR MEETING OF THE BOARD OF DIRECTORS

Friday, November 16, 1990
8:00 a.m.
HAMILTON PLACE BOARD ROOM

REGULAR MINUTES

PRESENT:	Alderman J. Gallagher, Chairman
	Mr. F. DeNardis, First Vice-Chairman
	Alderman D. Agostino, Second Vice-Chairman
	Mayor R. Morrow
	Alderman T. Murray
	Alderman W. McCulloch
	Alderman T. Jackson
	Alderman D. Drury
	Mr. N. Levitt
	Mr. W. Tidball
	Ms. A. VanDuzer
	Mr. W. McFarland
	Mr. M. Ryder
	Mr. A. DiIanni
ALSO PRESENT:	Mr. G. Macaluso
	Mr. B. Snetsinger
	Mr. J. Leuser
	Mr. J. Crane
	Mr. R. Ellison
	Mr. S. Dockman
REGRETS:	Alderman H. Merling
	Mrs. M. Dow
	Mr. G. Kay

1. Opening Remarks

The Chairman called the meeting to order at 8:15 a.m.

2. Correspondence

MOVED by Mr. Levitt, seconded by Alderman Agostino that

THE CORRESPONDENCE ENCLOSED AS ATTACHMENT NO. 2 OF THE AGENDA BE RECEIVED.

MOTION CARRIED.

3. Regular Minutes of October 19, 1990

MOVED by Mr. McFarland, seconded by Mr. Tidball that

THE MINUTES OF THE REGULAR SESSION HELD OCTOBER 19, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

5. Committee Reports/Minutes

5.1 Finance and Administration Seventh Report

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

THE FINANCE AND ADMINISTRATION COMMITTEE SEVENTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE PROPOSED TERMS OF REFERENCE FOR THE SCHOLARSHIP REVIEW COMMITTEE BE APPROVED AS DOCUMENTED IN THE OCTOBER 31, 1990 REPORT WITH THE FOLLOWING AMENDMENT TO Section (a), as follows: "APPLICANT MUST HAVE GRADE TWELVE AND/OR RECEIVED THE EQUIVALENT ONTARIO ACADEMIC CREDITS."

THAT THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE APPROVED AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROGRAMME IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

THAT THE 1991 CAPITAL PROJECT TO INSTALL A SPRINKLER SYSTEM IN THE PUBLIC AREAS OF HAMILTON PLACE IN THE AMOUNT OF $840,000. BE INCLUDED IN THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROJECT IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

THAT THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P. BE APPROVED AND THAT CITY COUNCIL BE REQUESTED TO INCLUDE THE PROGRAMME IN THE CITY'S OVERALL CAPITAL BUDGET PROGRAMME FOR 1991 - 1995.

MOTION CARRIED.

MOVED by Mr. DeNardis, seconded by Mr. McFarland that

SUBJECT TO MANAGEMENT'S NEGOTIATION OF A LEASE AGREEMENT WHICH DOES NOT CONFLICT WITH THE MUNICIPAL ACT WHICH PROHIBITS CONTRACTUAL AGREEMENTS/LEASES TO RUN BEYOND THE CURRENT TERM OF COUNCIL; and

FOLLOWING CONSULTATION WITH THE CITY'S LEGAL DEPARTMENT AND THE CITY'S PURCHASING DEPARTMENT;

THAT H.E.C.F.I. ENTER INTO A FIVE YEAR LEASE FOR USE OF A XEROX PHOTOCOPYING MACHINE MODEL 1090; and THAT H.E.C.F.I. PURCHASE TWO XEROX MACHINES, MODELS 1075 AND 1038 RESPECTIVELY, AT A COST OF $2,870; FUNDS TO BE ALLOCATED FROM FUNDS AVAILABLE IN THE OPERATING BUDGET.

MOTION CARRIED.

The following items were received/reviewed by the Committee and were presented to the Board for information:

(i) Reports: Hamilton Place - Asbestos Management Programme; Comparison of Five Ontario Theatres Regarding Costs to Promoter; The Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for H.E.C.F.I.; The Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for C.U.P.

5.1.1 Finance and Administration Committee Minutes of October 10, 1990

MOVED by Mr. DeNardis, seconded by Mr. Tidball that

THE FINANCE AND ADMINISTRATION COMMITTEE MINUTES OF OCTOBER 10, 1990 BE RECEIVED.

MOTION CARRIED.

5.2 Operations Committee Fifth Report

MOVED by Alderman Murray, seconded by Mr. DiIanni that

THE OPERATIONS COMMITTEE FIFTH REPORT BE APPROVED.

MOTION CARRIED.

The following items were received/reviewed by the Committee and submitted to the Board for information:

(i) Correspondence. The CEO was directed to review with staff the concern raised by the Junior Achievement organization and to present a report to the next Committee meeting. The CEO will clarify a possible misunderstanding in respect of the donated wine for that event.

(ii) As a separate issue, the Committee received a copy of the formal request to serve donated wine from organizers of the Junior Achievement (the Committee had previously approved a verbal request on the proviso that a formal letter of request be submitted).

(iii) Reports: - Volume Concessions - Hours of Service; Status Report on Confirmed Events/Performance at Copps Coliseum - October, 1990 to January 1991 (copy attached to the Marketing and Sales Report.

(iv) The 1991 - 1995 Capital Budget Programme for H.E.C.F.I. was reviewed and approved as amended; and forwarded to the November 7th meeting of the Finance and Administration Committee.

(v) The 1991 - 1995 Capital Budget Programme for C.U.P. was approved and forwarded to the November 7th meeting of the Finance and Administration Committee.

5.2.1 Operations Committee Minutes of September 26, 1990

MOVED by Alderman Murray, seconded by Mayor Morrow that

THE OPERATIONS COMMITTEE MINUTES OF SEPTEMBER 26, 1990 BE RECEIVED.

MOTION CARRIED.

5.3 Marketing and Sales Committee Fifth Report

MOVED by Mr. Ryder, seconded by Alderman Drury that

THE MARKETING AND SALES COMMITTEE FIFTH REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATION APPROVED AS AMENDED:

THAT IN LIEU OF MONTHLY PARKING PASSES WHICH ARE CURRENTLY PROVIDED TO THE CITIZEN MEMBERS OF THE BOARD, THE FOLLOWING METHOD OF REIMBURSEMENT TAKE EFFECT:

- **Board Members will continue to receive monthly parking passes which will be used in exactly the same manner as is currently in effect (that is - Board Members simply sign their names and provide their licence plate numbers to the Parking attendant at time of departure);**
- **H.E.C.F.I. will then be charged on a user basis rather than a monthly basis.**

MOTION CARRIED.

Considerable discussion took place about the appropriateness of the foregoing recommendation having been initiated by the Marketing and Sales Committee and forwarded directly to the Board rather than referring the issue to the appropriate Standing Committee. The CEO explained that in this particular instance, parking for citizen Board Members had been initiated at the Board level and therefore, was referred directly to the full Board for its consideration. Discussion concluded with general agreement that any of the Standing Committees may, at their discretion, refer matters to the full Board.

The following items were received/reviewed by the Committee and were presented to the Board for information:

(i) Correspondence.

(ii) Report - Comparison of Facility Costs : Ontario Performing Arts Theatres. The CEO was directed to instruct Mr. Burrows to pursue the attainment of the actual settlement figures for selected attractions featured in at least three of the six theatres during the same fiscal year, as outlined in the October 18th report. Further discussion of various facility costs resulted in the Committee's direction that staff "present a report to the next Marketing and Sales Committee meeting which provides an overview of the current house programmes and subscription mailing list functions, including costs (staff time included); alternative services; benefits; and the feasibility/cost effectiveness of tendering the service(s) to outside agencies."

(iii) Report : Status Report on confirmed Events/Performances at Copps Coliseum - October, 1990 to January, 1991 and Upcoming Promotions and Co-Promotions, Hamilton Place.
(iv) Report : Board/Committees Budget Breakdown.
(v) A Budget Workshop will be scheduled to take place following the next Marketing and Sales Committee meeting.
(vi) The Director of Marketing and Sales will join the City and Regional bid committee in its efforts to attract the Ontario Liberal Convention to Hamilton.

5.3.1 Marketing and Sales Committee Minutes of September 28, 1990

MOVED by Mr. Ryder, seconded by Alderman Agostino that

THE MARKETING AND SALES COMMITTEE MINUTES OF SEPTEMBER 28, 1990 BE RECEIVED.

MOTION CARRIED.

5.4 Hamilton Place Task Force Fifth, Sixth, Seventh, Eighth, Ninth Reports

MOVED by Mr. Tidball, seconded by Alderman Murray that

THE HAMILTON PLACE TASK FORCE FIFTH, SIXTH, SEVENTH, EIGHTH AND NINTH REPORTS BE RECEIVED.

MOTION CARRIED.

6. New Business

Nil

7. Other Business

Nil

8. Date of Next Meeting

December 21, 1990
8:00 A.M.
Hamilton Convention Centre, Room 314

9. In-Camera Motions

THAT THE IN-CAMERA SESSION BE CONVENED AT 8:31 A.M.

MANAGEMENT BE DIRECTED TO PRESENT A REPORT, FOLLOWING CONSULTATION WITH LEGAL COUNSEL, TO THE OPERATIONS COMMITTEE IN RESPECT OF TWO ISSUES REGARDING THE LIQUOR VIOLATION AS FOLLOWS:

(i) THE FEASIBILITY OF PURSUING VOLUME'S PAYMENT OF LEGAL COSTS ASSOCIATED WITH THE LIQUOR BOARD HEARING; and

(ii) THE FEASIBILITY OF REVOKING THE VOLUME : H.E.C.F.I. CONTRACT.

THAT THE IN-CAMERA MINUTES OF OCTOBER 19, 1990 BE APPROVED.

THAT STAFF BE DIRECTED TO FURTHER ANALYZE THE ADMINISTRATION OF THE SPECIAL EVENTS SUBSIDY FUND AND TO PRESENT A REPORT TO THE FINANCE AND ADMINISTRATION COMMITTEE.

THE FINANCE AND ADMINISTRATION COMMITTEE IN-CAMERA MINUTES OF OCTOBER 10, 1990 BE RECEIVED.

THAT THE OPERATIONS COMMITTEE FIFTH IN-CAMERA REPORT BE APPROVED AND THE FOLLOWING RECOMMENDATIONS ENDORSED:

THAT THE FOLLOWING TENDERS/CONTRACTS BE APPROVED FOR THE FRONT OF HOUSE STAGE LIGHTS AND THE HOUSE LIGHT DIMMING SYSTEM TO:

CANADIAN STAGING PRODUCTS	**$40,150.**
WARD ELECTRIC LTD.	**$ 9,320.**
SHOW-TECH INTERNATIONAL	**$ 4,250.20**
WESTUN TORONTO INC.	**$54,897.80**

and THAT THE AMOUNT OF $8,000. FOR UNION SUPPLIED LABOUR BE APPROVED; and

THAT THE TOTAL COST OF THE PROJECT IN THE AMOUNT OF $116,618. BE FUNDED FROM ACCOUNT NUMBER CF 5200 - 929051005, Hamilton Place Furniture, Equipment and Renovations.

THAT CITY LINEN AND INDUSTRIAL SUPPLY BE AWARDED THE CONTRACT FOR THE SUPPLY OF ALL HAMILTON CONVENTION CENTRE LINENS ON A RENTAL BASIS FOR A PERIOD COMMENCING NOVEMBER 1, 1990 AND EXPIRING NOVEMBER 30, 1992.

THAT THE TENDER SUBMITTED BY MCGOWAN INSULATIONS, MOUNT HOPE, FOR THE PROVISION OF ALL LABOUR, MATERIAL AND EQUIPMENT NECESSARY TO PERFORM ASBESTOS ABATEMENT WORK IN CONFORMANCE WITH THE SPECIFICATIONS ISSUED THROUGH THE MANAGER OF PURCHASING AND IN THE TOTAL AMOUNT OF $233,340. BE ACCEPTED.

A CONTINGENCY ALLOWANCE OF $4,800. BE ESTABLISHED FOR CHANGES/ADDITIONS WHICH MAY BE REQUIRED DURING THE COURSE OF THE WORK.

THAT THE CITY SOLICITOR'S DEPARTMENT BE DIRECTED TO PREPARE THE CONTRACT FOR WORKS NECESSARY TO BE COMPLETED AND EXECUTED PRIOR TO THE COMMENCEMENT OF THE WORK.

THAT THE PROPOSAL SUBMITTED BY PINCHIN & ASSOCIATES LTD. DATED 1990 NOVEMBER 2, FOR FULL AND PART-TIME INSPECTION SERVICES RELATING TO THE EXECUTION OF THE WORK AND IN THE TOTAL AMOUNT OF $28,690. BE ACCEPTED.

THAT THE COST OF THIS PROJECT, I.E. $256,830. BE FINANCED FROM THE HAMILTON PLACE CAPITAL IMPROVEMENT SURCHARGE RESERVE ACCOUNT NO. CH00207 AFTER DEFERRING THE AMOUNT REQUIRED TO UNDERTAKE THE ACOUSTIC BANNER RETROFIT.

THAT THE OPERATIONS COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 26, 1990 BE ACCEPTED.

THAT THE MARKETING AND SALES COMMITTEE FIFTH IN-CAMERA REPORT BE APPROVED.

THAT THE MARKETING AND SALES COMMITTEE IN-CAMERA MINUTES OF SEPTEMBER 28, 1990 BE RECEIVED.

THAT PART-TIME EMPLOYEES IN IATSE LOCAL 129 BE GIVEN THE OPTION TO JOIN THE OMERS PENSION PLAN OR TO CONTINUE UNDER THE RRSP PROVISIONS OF THE COLLECTIVE AGREEMENT.

THAT STAFF BE DIRECTED TO REVIEW THE LIGHTING IN THE MAIN LOBBY HOUSING THE WALL OF CONVENTIONS AND TO MAKE ADJUSTMENTS IN ORDER THAT THE PLAQUES INSTALLED ON THE WALL, BECOME MORE VISIBLE.

THAT THE FINANCE AND ADMINISTRATION COMMITTEE BE REQUESTED TO REVIEW THE SPENDING LIMITS OF THE CEO AND TO EXAMINE THE FEASIBILITY OF INCREASING THOSE LIMITS.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:25 A.M.

10. Adjournment

MOVED by Alderman Murray, seconded by Mr. Tidball that

THE REGULAR SESSION ADJOURN AT 8:30 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Alderman J. Gallagher, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.1 Finance and Administration Committee Eighth Report

FINANCE AND ADMINISTRATION COMMITTEE EIGHTH REPORT OF 1990

The Finance and Administration Committee presents its **EIGHTH** Report from its meeting held December 12, 1990 and submits the following for information:

(i) Following review of management's recommendation that approval be given to the payment of $11,398.44 to H.E.C.F.I. from the Hamilton Performing Arts Foundation Inc. in order to balance the deficit created by the 1990 New Faces Programme, the Committee directed staff to review the mandate, source of funding and the parameters for disbursement of funds from the Foundation.

(ii) Reports:

- The Consolidated Unaudited Operating Results for the Ten Month Period Ended October 31, 1990 for H.E.C.F.I. and C.U.P.

Respectfully submitted,

Frank DeNardis, Chairman

Patricia Bennett, Secretary

The Hamilton Entertainment and Convention Facilities Inc.

Consolidated (i.e. Combined Results For Three Facilities)
Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$5,633,273	Revenue	$6,387,501	$6,041,561	$<345,940>
7,741,012	Expenditures	8,739,087	8,398,127	340,960
$2,107,739	Excess of Expenditures Over Revenue From Operations	$2,351,586	$2,356,566	**$< 4,980>**

Comments:

HECFI's over expended municipal contribution for the ten month period ended October 31, 1990 was $4,980 (see row 3, column 3 above). This represents a decrease of $38,936 in the year to date over expended municipal contribution as reported previously, effective September 30, 1990.

An analysis of the under expended municipal contributions for each facility/division is attached for your information.

Please note that it is the policy of the City of Hamilton not to charge its departments and its related boards and commissions with their interest and debenture costs nor with their utility charges. Accordingly, these financial statements do not reflect these costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Hamilton Convention Centre

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$2,954,717	Revenue	$3,037,210	$3,133,290	$ 96,080
3,067,451	Expenditures	3,526,920	3,313,958	212,962
$ 112,734	Excess of Expenditures Over Revenue From Operations	$ 489,710	$ 180,668	**$309,042**

Comments:

The Hamilton Convention Centre realized for the ten month period ended October 31, 1990 an under expended municipal contribution of approximately $309,042 (see row 3, column 3 above). This represents an increase of $65,693 in the under expended municipal contribution for the year to date period as a result of October's operations.

The under expended municipal contribution of $65,693 for the month of October arose primarily from actual revenues exceeding budget by $96,080. Total revenues for the month of October were $526,921 which represented the first time in the history of the Convention Centre that revenues have ever exceeded $500,000 for a monthly reporting period.

The under expended municipal contribution of $309,042 for the ten month period arose primarily from higher than anticipated revenue while expenses were controlled.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Hamilton Place Theatre

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$1,341,910	Revenue	$1,574,240	$1,175,403	$<398,837>
2,650,146	Expenditures	2,779,572	2,632,943	146,629
$1,308,236	Excess of Expenditures Over Revenue From Operations	$1,205,332	$1,457,540	**$<252,208>**

Comments:

For the ten month period ended October 31, 1990, Hamilton Place Theatre realized an over expended municipal contribution of approximately $252,208 (see row 3, column 3 above). This represents a decrease of $6,889 in the over expended municipal contribution for the year to date as a result of October's operations.

The under expended municipal contributions of $6,889 for October arose primarily from below budget maintenance and stage property expenditures.

The over expended municipal contribution of $252,208 for the ten month period arose primarily from losses realized on shows promotions.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John A Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Copps Coliseum

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Favourable <Unfavourable> Budget Variance
$1,336,646	Revenue	$1,776,051	$1,732,868	$<43,183>
2,023,415	Expenditures	2,432,595	2,451,226	<18,631>
$ 686,769	Excess of Expenditures Over Revenue From Operations	$ 656,544	$ 718,358	**$<61,814>**

Comments:

For the ten month period ended October 31, 1990, Copps Coliseum realized an over expended municipal contribution of approximately $61,814 (see row 3, column 3 above). This represents an increase of $33,646 in the previous over expended municipal contribution for the year to date period as a result of October's operations.

The over expended municipal contribution of $33,646 for the month of October arose as a result of the fact that the events booked were not as profitable as they were budgeted to be, plus there was no major family show this month as was budgeted.

The over expended municipal contribution of $61,814 for the ten month period arose primarily from the fact that the number of performances booked (88) were less than the number budgeted (94). This shortfall in booking is anticipated to increase by approximately another 8 for the balance of 1990.

Included in the revenue and expenditures totals above are an applicable share of Corporate revenue and costs.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Corporate

Summary of Revenue and Expenditures
For the Ten Month Period Ended October 31, 1990

Actual Results For The Ten Month Period Ended October 31, 1989		(1) Budget	(2) Actual	(3) Period <Unfavourable> Budget Variance
$ 412,075	Revenue	$ 440,857	$ 495,290	$ 54,433
1,819,582	Expenditures	2,340,160	2,072,862	267,298
$1,407,507	Excess of Expenditures Over Revenue From Operations	$1,899,303	$1,577,572	$321,731
	Allocation of Net Costs to:			
466,206	Hamilton Convention Centre	614,802	523,871	90,931
480,121	Hamilton Place	650,197	551,915	98,282
461,180	Copps Coliseum	634,304	501,786	132,518
NIL	Net Costs	NIL	NIL	NIL

Comments:

For the ten month period ended October 31, 1990, the Corporate Division realized an under expended municipal contribution of approximately $321,731 (see row 3, column 3 above). This represents an increase of $15,781 in the under expended municipal contribution for the year to date period as a result of October's operations.

The $15,781 under expended municipal contribution for the month of October arose primarily due to lower than anticipated expenditures by Marketing/Sales.

The $321,731 under expended municipal contribution for the ten month period arose primarily from favourable box office operations and from below budget advertising and promotion expenditures. An area of concern, however, is legal fees which is over-budget by $50,282 for the ten month period.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Central Utilities Plant

Summary of Expenditures For The
Ten Month Period Ended October 31, 1990

Total Net Expenditures - Budget	$2,274,496
Total Net Expenditures - Actual	2,100,510
Under Expended Municipal Contribution	**173,986**

The under expended municipal contribution of approximately $173,986 for the ten month period ended October 31, 1990 increased by $16,752 as a result of October's operations.

The under expended municipal contribution of $16,752 for the month of October arose primarily as a result of:

1) salary, wage and benefit cost savings of $6,823;
2) hydro and heating costs were $10,112 below budget.

The under expended municipal contribution of $157,234 for the nine month period arose primarily as a result of:

1) salaries, wages and benefits were $59,401 below budget;
2) hydro and heating costs were $59,693 below budget;
3) energy management costs were $24,100 below budget;
4) workers compensation costs were $4,874 below budget;
5) the timing of actual maintenance and administrative expenditures as compared to budget.

John A Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

JAL:he

Attachments

Committee Reports/Minutes

5.1.1 Finance and Administration Committee Minutes of November 7, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

FINANCE AND ADMINISTRATION COMMITTEE

Wednesday, November 7, 1990
12:30 p.m.
Copps Coliseum, Hamilton Room

REGULAR MINUTES

PRESENT:	Mr. F. DeNardis, Chairman Mr. W. McFarland, Vice-Chairman Alderman J. Gallagher Alderman W. McCulloch Alderman T. Jackson Ms. A. VanDuzer
ALSO PRESENT:	Mr. M. Ryder Mr. N. Levitt Mr. G. Macaluso Mr. J. Leuser
REGRETS:	Mayor R. Morrow

1. Chairman's Remarks

The Chairman called the meeting to order at 2:35 p.m.

2. Correspondence

Nil

3. Minutes of Finance & Administration Committee Meeting of October 10, 1990

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE MINUTES OF FINANCE & ADMINISTRATION COMMITTEE MEETING OF OCTOBER 10, 1990 BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Asbestos Management Programme : Hamilton Place

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CEO'S OCTOBER 19, 1990 REPORT, HAMILTON PLACE - ASBESTOS MANAGEMENT PROGRAMME, BE RECEIVED.

MOTION CARRIED.

4.2 Report : Comparison of Five Ontario Theatres Regarding Costs to Promoter

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE OCTOBER 18TH REPORT, COMPARISON OF FIVE ONTARIO THEATRES REGARDING COSTS TO PROMOTER, BE RECEIVED.

MOTION CARRIED.

4.3 Report : Terms of Reference : Scholarship Review Committee

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE PROPOSED TERMS OF REFERENCE FOR THE SCHOLARSHIP REVIEW COMMITTEE AS DOCUMENTED IN THE OCTOBER 31, 1990 REPORT, BE APPROVED AS AMENDED.

MOTION CARRIED.

Note: Section (a) was amended to read: "applicant must have Grade twelve and/or received the equivalent Ontario Academic Credits."

5. Reports

5.1 Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for H.E.C.F.I.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1990 FOR H.E.C.F.I. BE RECEIVED.

MOTION CARRIED.

5.2 Consolidated Unaudited Operating Results for the Nine Month Period Ended September 30, 1990 for C.U.P.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE CONSOLIDATED UNAUDITED OPERATING RESULTS FOR THE NINE MONTH PERIOD ENDED SEPTEMBER 30, 1990 FOR C.U.P. BE RECEIVED.

MOTION CARRIED.

6. New Business

6.1 1991 - 1995 Capital Budget Programme for H.E.C.F.I.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE ENDORSED AND RECOMMENDED TO THE BOARD OF DIRECTORS FOR APPROVAL.

MOTION CARRIED.

6.1(i) Sprinkler System : Hamilton Place

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE 1991 CAPITAL PROJECT TO INSTALL A SPRINKLER SYSTEM IN THE PUBLIC AREAS OF HAMILTON PLACE IN THE AMOUNT OF $840,000. BE INCLUDED IN THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I.

MOTION CARRIED.

6.2 1991 - 1995 Capital Budget Programme for C.U.P.

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P. BE ENDORSED AND RECOMMENDED TO THE BOARD OF DIRECTORS FOR APPROVAL.

MOTION CARRIED.

7. Other Business

7.1 H.E.C.F.I. Photocopying Requirements

Following review of the November 7th report, it was

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

H.E.C.F.I. ENTER INTO A FIVE YEAR LEASE FOR USE OF XEROX PHOTOCOPYING MACHINE, MODEL 1090; and THAT H.E.C.F.I. PURCHASE TWO XEROX MACHINES, MODELS 1075 AND 1038 RESPECTIVELY, AT A COST OF $2,870; FUNDS TO BE ALLOCATED FROM FUNDS AVAILABLE IN THE OPERATING BUDGET.

MOTION CARRIED.

8. In-Camera Motions

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 2:31 P.M.

THAT THE MINUTES OF THE FINANCE & ADMINISTRATION IN-CAMERA COMMITTEE MEETING OF OCTOBER 10, 1990 BE APPROVED.

THAT THE REPORT, AGING OF TRADE ACCOUNTS RECEIVABLE AS AT SEPTEMBER 30, 1990 BE RECEIVED.

THAT THE IN-CAMERA SESSION ADJOURN T 2:34 P.M.

9. Date of Next Meeting

Wednesday, December 12, 1990
12:30 Noon
Hamilton Room, Copps Coliseum

10. Adjournment

MOVED by Alderman Gallagher, seconded by Mr. McFarland that

THE MEETING ADJOURN AT 2:50 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Mr. F. DeNardis, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.2 Operations Committee Sixth Report

OPERATIONS COMMITTEE SIXTH REPORT OF 1990

The Operations Committee presents its **SIXTH** Report from its meeting held November 21, 1990 and respectfully recommends the following:

1. Junior Achievement : October 17, 1990 Event

THAT A CREDIT IN THE AMOUNT OF $2,500. TO BE APPLIED TOWARDS THE 1991 EVENT BE OFFERED TO THE JUNIOR ACHIEVEMENT AS COMPENSATION FOR THE PROBLEMS THEY ENCOUNTERED DURING THEIR FUNCTION ON OCTOBER 17, 1990.

Note: Background information is attached.

Management has confirmed that the wine served at the October 17, 1990 event was donated by Andres Wines Ltd. The Vice President and Comptroller of Andres has advised that Andres Wines Ltd., in order to avoid future misunderstanding, will issue a wine requisition with deliveries rather than an invoice.

The following items were received/reviewed by the Committee and are presented to the Board for information:

(i) Correspondence.

(ii) Report: Status Report on Confirmed Events/Performances at Copps Coliseum - November, 1990 to February 1991 (attached to the Marketing and Sales Report).

(iii) Copps Coliseum Comment Cards.

(iv) The Committee directed that management proceed to obtain proposals for the installation of banking machines at Copps Coliseum and the Hamilton Convention Centre.

Respectfully submitted,

Alderman T. Murray/pb

Alderman T. Murray, Chairman

Patricia Bennett

Patricia Bennett, Secretary

HAMILTON
CONVENTION
CENTRE

115 King Street West
Hamilton, Ontario
Canada L8P 4T9
Tel. 416/523-5883

MEMO TO: OPERATIONS COMMITTEE

FROM: Gabe Macaluso
Managing Director/CEO, HECFI

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

DATE: November 20, 1990

SUBJECT: JUNIOR ACHIEVEMENT GOVERNORS' DINNER - OCTOBER 17, 1990

RECOMMENDATION:

THAT A CREDIT IN THE AMOUNT OF $2,500.00 BE OFFERED TO THE JUNIOR ACHIEVEMENT AS COMPENSATION FOR THE PROBLEMS THEY ENCOUNTERED DURING THEIR FUNCTION ON OCTOBER 17, 1990.

BACKGROUND:

Attached for the Committee's information is the correspondence regarding the Junior Achievement Governors' Dinner on October 17, 1990.

As outlined in the letter from Mr. Sienna, we offered to reduce the amount of the invoice which is $10,355.15 by $1,000.00 to be taken as a credit against next year's Governors' dinner. Although they appreciated the offer, they are expecting a more substantial amount.

The revenue generated by the dinner was $9,151.36. With direct costs including food, beverage, labour, linen and uniforms, the profit on the event was $3,590.00.

To resolve this account and in consideration of the gross profit realized, it is recommended that we increase our offer to $2,500.00 as compensation for the problems that the Junior Achievement encountered.

Regarding the dates for next year's event, I have assured Mr. Sienna that we want the Governors' Dinner back in 1991 and that we will make every effort to accommodate them.

Their original concerned resulted from a call approximately 3 weeks ago whereby Mr. Fletcher requested two dates, November 6th and 13th and was advised that these dates were not available. The Gallery of Distinction has the November 6th dates and the Ontario Library Association has all space on November 13 with the Gallery of Distinction holding a second option. Indications are that the Gallery of Distinction will be confirming for November 6th.

In my discussions with Lee Sienna, we have decided to give them the option of the Ontario Library Association space if it is released and if the Gallery of Distinction confirms. An alternate date of November 20th is also being held for the Junior Achievement.

Mr. Sienna has indicated that they will return in 1991 providing satisfactory compensation is received and an acceptable date is confirmed.

Gabe Macaluso
Managing Director/CEO
HECFI

Stephen H. Dockman
Operations Manager
Hamilton Convention Centre

Ault Foods Limited
Les Aliments Ault Limitée

405 The West Mall
Etobicoke, Ontario
M9C 5J1

Telephone (416) 626-1973
Telex 06-96[illegible]18
Fax 620-3123

November 7, 1990

Mr. Steve Dockman
Hamilton Entertainment & Convention Centre
101 York Blvd.
Hamilton, Ontario
L8R 3L4

REFERENCE: JUNIOR ACHIEVEMENT GOVERNOR'S DINNER OCTOBER 17, 1990

Dear Mr. Dockman:

Further to our phone conversation, I would like to confirm the details of our discussion.

You indicated that you generally agreed with the facts as outlined in my October 20th letter to Mr. Gallager and that: -

1. The Convention Centre staff did not handle this well although the staff did try to have the "Beach Party" event moved.

2. If a similar circumstance were to occur again in the future, your action would be to cancel the event which would disrupt the other. In fact, you agreed it was not feasible to carry out another event in the Hall while a major dinner was being held

3. The Convention Centre would agree to send out a letter to all of those people who purchased tickets to our dinner, apologizing for the problem and indicating that the fault was with the Convention Centre.

4. The Convention Centre is prepared to reduce the amount due by $1,000.00 to be taken as a credit against next year's Governor's dinner.

I have discussed your proposal with both Steve Fletcher, Chairman of our Board of Governor's and John Skirving, President of our Board of Directors. We feel strongly that this offer is not sufficient given that our dinner was ruined and the likelihood of running a successful dinner in the future is in doubt.

We have decided to pay only 50% off your bill and accordingly, I have attached our cheque for $5,177.57 as payment in full.

In regards to next year's dinner, we are open to having it at the Convention Centre again, however, I must say your staff does not appear to want us. We have requested a date for 1991 but, your office is holding that date plus one other for the Galley of Distinction Dinner. It appears they will not give us our choice of dates until the other dinner committee has decided on their date.

It seems unusual that your staff would take this position given the problem we had this year. It gives us further reason to doubt that we can carry on a successful dinner at your facility.

I trust that you will find our proposal acceptable.

Yours truly,

Lee Sienna
President
Refrigerated Products Division

c.c. Steve Fletcher
Chairman, Board of Governor's
Junior Achievement Hamilton/Wentworth

John Skirving
President
Junior Achievement Hamilton/Wentworth

Carol Houselander
Executive Director
Junior Achievement Hamilton/Wentworth

#253LS

Ault Foods Limited
Les Aliments Ault Limitée
405 The West Mall
Etobicoke, Ontario
M9C 5J1
Telephone (416) 626-1973
Telex 06-967718
Fax 620-3123

L - acc. work
please
take Code
for response

October 20, 1990

Mr. Tom Gallager
Chairman
Hamilton Entertainment and Convention Facilities Inc.
101 York Blvd.
Hamilton, Ontario
L8R 3L4

REFERENCE: JUNIOR ACHIEVEMENT - GOVERNOR'S DINNER OCT 17, 1990

Dear Mr. Gallager:

I am a Director of Junior Achievement of Hamilton/Wentworth and for the past three years, Chairman of our organization's Governor's Dinner. We have held our dinner at the Hamilton Convention Centre since it's inception three years ago. This year our dinner was held on Wednesday, October 17th.

Our dinner is a major fund raiser for us. We had sold 350 tickets to the event, with many of the Hamilton's leading companies in attendance. We bring in a top business leader each year to speak to us. In prior years we brought in the President of Chrysler Canada, and the President of General Motors of Canada. This year our speaker was Mr. Richard Sharpe, President of Sear's of Canada.

Approximately two days before our dinner was held, our staff at the Junior Achievement Centre was told by the Convention Centre that they had booked an event in the adjacent room. This event was a "Beach Party" being held by the Insurance Brokers of Ontario. Upon hearing of this event we voiced our concerns to the management of the Convention Centre. They informed us that the event had been booked for the some time and it could not be moved. They also indicated that it should not interfere with our dinner.

Our dinner started at 7:00 P.M. with the guest speaker starting at 8:00 P.M.. At 8:00 P.M., the party next door started, which included, unfortunately, a rather loud and lively band. In our room, we could hear the band so clearly and loudly that most of us had a difficult time hearing the speakers. Several members of my board, two members of your board, Mr. Levitt and Mr. Drury, and myself tried to get your staff to stop the band from playing during the speeches, but they claimed that they could not do so. We then pleaded with the Insurance people directly who, after 20 minutes of our efforts, agreed to play "quite music for 10 minutes". This was followed by more loud music until 9:00 p.m. when they took their break.

ROBERT M. MORROW
MAYOR

Hamilton

October 29, 1990

Mr. Lee Sienna
President
Refrigerated Products Division
Ault Foods Limited
405 The West Mall
Etobicoke, ontario
M9C 5J1

Dear Mr. Sienna:

Re: Junior Achievement - Governor's Dinner - October 17, 1990

Thank you for the copy of your letter of October 20, 1990 to Alderman Gallagher, Chairman of HECFI regarding the problems you encountered with the Hamilton Convention Centre on the evening of the Governor's Dinner.

It is most unfortunate that a situation such as this caused so much difficulty for your group. I am referring your letter to Gabe Macaluso, Chief Executive Officer for HECFI, and will ask him to respond to your concerns.

Yours sincerely

Robert M. Morrow
Mayor
City of Hamilton

RMM:lt

cc Gabe Macaluso
Alderman John Gallagher

City Hall
71 Main Street West, Hamilton, Ontario, Canada L8N 3T4
Telephone: (416) 526-2790

During this time, it was very difficult to hear the speaker at all as his words were virtually drowned out by the noise. He finally ended his speech 15 minutes earlier than intended at approximately 9:00 P.M.

I cannot begin to describe to you how angry, disappointed, and embarrassed my Board of Directors, our Governor's, our audience and our speakers were over the events of that evening.

We cannot understand why we were not told of this potential conflict when we booked our event, one year earlier. We cannot understand why your staff did not make every effort to resolve the problem prior to the dinner. Finally, we were furious that your staff did not do anything to help us that evening when it was apparent that our dinner was being ruined. Under those circumstances, I believe the staff had no choice but to stop the band from playing until 9:00 P.M. In not attempting to do so, your staff showed an incredible lack of judgement and concern over the standards of service you must provide.

This incident is an embarrassment to both ourselves and the to the City of Hamilton. I have no intention of paying for the costs of this dinner until I hear from you why I should pay for such poor treatment.

Yours truly,

Lee Sienna
President
Refrigerated Products Division

c.c. Mayor Morrow

Stephen Fletcher
Chairman, Board of Governor's
Junior Achievement Hamilton/Wentworth

John Skirving
President
Junior Achievement Hamilton/Wentworth

Carol Houselander
Executive Director
Junior Achievement Hamilton/Wentworth

#238LS

HollisCommunicationsInc

OCT - 9 1990

October 12, 1990

Mr. Steve Dockman
Operations Manager
Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Steve:

I would like to take this moment to extend my thanks to you and your staff for helping to make our event so successful.

Your head of security was most cooperative in providing me with keys etc. and his manner was always courteous and professional.

We had a few problems but, with your help we managed to pull off this event and overall, we feel it was a great success.

Once again, thank you for your efforts. It was a pleasure indeed to have had the opportunity to work with a professional such as yourself.

Sincerely,

Jamie Nishino

/jn

Hollis Communications Inc. 495 King Street West, Suite 200, Toronto, Ontario M5V 1K4 • Telephone (416) 340-1801 • Fax (416) 340-1799

Good Shepherd Centres

Mending hope, lives and families
~ Charity Unlimited ~

OCT 1 0 19..

October 1, 1990

Hamilton Convention Centre
115 King Street West
Hamilton, Ontario
L8P 4T9

Dear Friends:

With the season of Thanksgiving fast approaching, we at the Good Shepherd Centre pause to reflect upon the many blessings we have received this past year. Our greatest blessing is having people like yourself who care enough to support us in our ministry. Your donation of food helps us to respond to the daily challenges as we struggle to meet the needs of the men, women and children who come to our Centres.

On behalf of the Little Brothers of the Good Shepherd, the Staff and Volunteers thank you for your generous donation. May the Lord bless you during this season of "giving thanks".

Sincerely,

Sister Rita

Sister Rita Bohnert, C.S.J.
Director, Men's Centre

SRB:bmc

Men's Centre
135 Mary Street
Box 1003
Hamilton, Ontario L8N 3R1
528-9109

Women's Centre
Martha House
20 Emerald Street South
Hamilton, Ontario L8N 2V2
523-8895

Family Services
36 Parkdale Ave. N.
Hamilton, Ontario L8H 5W8
549-1155

CHARITABLE REGISTRATION #0001396-01-14

SKYDOME

Stadium Corporation
of Ontario Limited

Suite 3000
300 Bremner Blvd.
Toronto, Ontario
M5V 3B2

416 341 DOME

FAX 341-3101
341-3102

October 31, 1990

Mr. John T. Crane
Eng., Arena Mgr.
Director
Copps Coliseum
101 York Boulevard
Hamilton, Ontario
L8R 3L4

Dear John: John,

On behalf of the staff at Stadium Corporation, I'd like to thank you for the use of your basketball court for the recent NBA games at SkyDome. The team effort and co-ordination from your end made our conversion a lot easier.

Thanks again to the team at Copps!

Yours truly,

Robert J. Hunter
Vice-President
Operations & Tenant Services

RJH/lt

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR INFORMATION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 November 14

SUBJECT: **COPPS COLISEUM - Comment Cards**

RECOMMENDATION:

For information purposes.

Copps Coliseum
Victor K. Copps Trade Centre/Arena

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: Local 10-05 meeting

DID YOU ENJOY THE EVENT? absolutely not

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☑	☐	
FACILITY	☑	☐	
CONCESSIONS	☐	☐	Didn't use them
OTHER	☐	☐	

SUGGESTIONS: Need a Better sound system for future meetings

NAME: [signature]

ADDRESS:

PHONE NUMBER:

THANK YOU

Copps Coliseum
Victor K. Copps Trade Centre/Arena

COMMENT CARD

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: DUKES HOCKEY CAMP

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☑	☐	HELPFULL
FACILITY	☑	☐	COULD BE CLEANER, ESP. PLEXIGLASS
CONCESSIONS	☑	☐	SEEM YOUNG
OTHER	☐	☐	

SUGGESTIONS: HAVE INSTANT TELLER MACHINES AROUND ARENA. MORE SELECTION OF FOOD, AND BETTER QUALITY!

NAME: JOHN VASAPOLLI

ADDRESS: 29 SPRINGER AVE. HAMILTON

PHONE NUMBER: (416) 545-0279

THANK YOU

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416 527-7900

COMMENT CARD

THANK YOU FOR ATTENDING EVENTS AT COPPS COLISEUM.

YOUR COMMENTS ARE VERY MUCH APPRECIATED. IN ORDER THAT WE MAY CONTINUE TO STRIVE FOR EXCELLENCE IN OUR OPERATION, PLEASE TAKE THE TIME TO FILL OUT OUR COMMENT CARD.

NAME OF EVENT: JR. HOCKEY

DID YOU ENJOY THE EVENT? YES

WERE YOU SATISFIED WITH:

	YES	NO	COMMENTS
STAFF	☑	☐	
FACILITY	☑	☐	
CONCESSIONS	☐	☑	
OTHER	☐	☐	

SUGGESTIONS: NO SIT DOWN RESTAURANT OR BAR

NAME: _____

ADDRESS: _____

PHONE NUMBER: _____

THANK YOU

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FOR ACTION

MEMO TO: **OPERATIONS COMMITTEE**

FROM: Mr. G. Macaluso,
Managing Director/CEO

Mr. J. Crane,
Director, Copps Coliseum

DATE: 1990 November 14

SUBJECT: **COPPS COLISEUM - Cash Counter Machine**

RECOMMENDATION:

That proposals be received for the installation of a cash counter machine in Copps Coliseum.

BACKGROUND:

- Staff believes that the possibility exists to increase sales, particularly in the area of novelties and souvenirs, by having a cash counter machine installed in Copps Coliseum.

- Mr. Gabe Macaluso, Managing Director/CEO, received a letter from Ms. K. E. Keller, Manager, Marketing Development for the Royal Bank of Canada expressing an interest in having their cash counter machine installed in Copps Coliseum.

- In a telephone discussion with Ms. Keller on November 14, 1990, she indicated that they would pay a licence fee in the neighbourhood of $2,000. per year for the privilege of having their money machine installed at Copps Coliseum.

- In a discussion with Mr. Tom Bradley, Manager of Purchasing for the City of Hamilton, he indicated that because of the licence fee being offered by the Royal Bank, proposals from other banks should be requested.

- H.E.C.F.I.'s bank, the Canadian Imperial Bank of Canada, has indicated that they are not interested in installing a cash counter machine in Copps Coliseum.

Gabe Macaluso
G. Macaluso,
Managing Director/CEO.

John Crane
J. Crane,
Director, Copps Coliseum.

Committee Reports/Minutes

5.2.1 Operations Committee Minutes of October 24, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

OPERATIONS COMMITTEE

Wednesday, October 24, 1990
12:00 Noon
Copps Coliseum, Hamilton room

REGULAR MINUTES

PRESENT:	Alderman T. Murray, Chairman Alderman H. Merling, Vice-Chairman Alderman J. Gallagher Mr. G. Kay Mr. N. Levitt Mr. A. DiIanni
ALSO PRESENT:	Mr. M. Ryder Mr. G. Macaluso Mr. R. DiFilippo Mr. R. Ellison Mr. J. Crane
REGRETS:	Mayor R. Morrow

1. Chairman's Remarks

The Chairman called the meeting to order at 12:30 p.m.

2. Correspondence

MOVED by Alderman Merling, seconded by Mr. Kay that

THE OCTOBER 12, 1990 CORRESPONDENCE FROM HOLLIS COMMUNICATIONS AND THE OCTOBER 20, 1990 FROM THE CHAIRMAN OF THE ORGANIZING COMMITTEE FOR THE JUNIOR ACHIEVEMENT GOVERNOR'S DINNER, BE RECEIVED,

MOTION CARRIED.

Note: The CEO was directed to review with staff the concern raised by the Junior Achievement organization and to present a report to the next Committee meeting. As well, the CEO will clarify a possible misunderstanding in respect of the donated wine for that event. H.E.C.F.I.'s guidelines dictate that the wine must be donated and there is some doubt that the wine for this event was, in fact, donated.

3. Minutes of September 26, 1990 Operations Committee

MOVED by Alderman Merling, seconded by Mr. Kay that

THE MINUTES OF THE SEPTEMBER 26, 1990 REGULAR SESSION OF THE OPERATIONS COMMITTEE BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Report : Donated Wine : Junior Achievement

MOVED by Alderman Merling, seconded by Mr. Kay that

THE OCTOBER 12, 1990 REPORT REGARDING DONATED WINE FOR THE JUNIOR ACHIEVEMENT OF HAMILTON-WENTWORTH BE RECEIVED.

MOTION CARRIED.

Please refer to Item No. 2 above. The Committee noted that Mr. Sienna's September 25, 1990 correspondence clearly states that wine will be donated by Andres Wine.

4.2 Report : Volume Concessions : Hours of Service

MOVED by Alderman Merling, seconded by Alderman Gallagher that

THE OCTOBER 17, 1990 REPORT REGARDING THE CONCESSION HOURS OF OPERATION BE RECEIVED.

MOTION CARRIED.

Alderman Gallagher expressed his concern that Volume management had not implemented changes to improve the service prior to this incident based on previous suggestions made by Board Members.

The Committee directed management to present a status report at the next meeting of the H.E.C.F.I./Volume Concession Services contract. The City Solicitor will be requested to review the contract; her comments to be included in the report.

4.3 Update : Hamilton Place Asbestos

MOVED by Mr. DiIanni, seconded by Mr. Levitt that

THE OCTOBER 18, 1990 REPORT REGARDING ASBESTOS ABATEMENT, HAMILTON PLACE, BE RECEIVED.

MOTION CARRIED.

It was noted that the tender recommendation (which closes October 23, 1990) will be addressed by the Committee preceding the November 21st meeting of the Board of Directors.

In response to Alderman Gallagher's query, the CEO responded that to his knowledge, everything possible is being done in order for H.E.C.F.I. to meet the Ministry's compliance regulations in respect of asbestos abatement at Hamilton Place.

5. Reports

5.1 Future Confirmed Events/Bookings

MOVED by Alderman Gallagher, seconded by Mr. Kay that

THE REPORT, STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - OCTOBER, 1990 TO JANUARY, 1991 BE RECEIVED.

MOTION CARRIED.

5.2 Client Evaluations/Comment Cards : Copps Coliseum

MOVED by Alderman Gallagher, seconded by Mr. Kay that

THE CLIENT EVALUATIONS/COMMENT CARDS : COPPS COLISEUM BE RECEIVED.

MOTION CARRIED.

Management was instructed to ensure that for all events, including Dukes' hockey games, that a proper rendition of "O' Canada" is aired.

6. New Business

6.1 1991 - 1995 Capital Budget Programme for H.E.C.F.I.

The Committee's review of management's proposed 1991 - 1995 Capital Budget Programme for H.E.C.F.I. resulted in the following:

Hamilton Place : Sprinkler System

It was clarified that the sprinkler project was originally incorporated into proposed Capital Budget Programme(s) at the request of City Council. This was precipitated by a tour of the then Fire Chief who suggested its installation. It was agreed that this item would be tabled at this time and presented to the Finance and Administration Committee together with a report including: (i) the City Clerk's advice in respect of the impact on H.E.C.F.I. insurance coverage; (ii) a current directive (recommendation) from the Fire Department which includes fire regulations and by-laws; and (iii) management's survey of other like facilities in North America.

Studio Theatre Equipment and Chairs

The total project cost in the amount of $250,000. was approved; however, the amounts listed in item no. 6. (a) 'Year of Expenditure' was amended as follows:

1991	$ 80,000.
1992	$ 32,000.
1993	$138,000.

Great Hall Sound and Lighting Equipment and Chairs (Mechanical)

Carried.

Piano Nobile Lighting

Project deleted.

Various Equipment and Renovations

The total project cost in the amount of $325,000. was rejected and the proposed projects for 1994 in the amount of $100,000. and 1995 in the amount of $50,000. were deleted. The 'Gross Cost of Project' approved was $175,000.

Disabled Access Improvement

The total project cost in the amount of $80,000. was rejected. The amount of $5,000. to improve the interior ramp was approved.

The Committee is prepared to consider future recommendations presented by the Regional Advisory Committee for the Physically Disabled.

Hamilton Convention Centre : Refurbish Wentworth Exhibition Hall

This project was deleted.

Equipment and Renovations

The total project cost in the amount of $670,000. was rejected. The total project cost in the amount of $200,000. was approved.

Copps Coliseum : Display Advertising Panels

Carried.

Various Capital Revisions/Replacements for Building and Equipment

The total project cost in the amount of $350,000. was rejected. The total project cost in the amount of $250,000. was approved. The amount of $100,000. was deleted as a 1995 expenditure.

Provision for Additional Private Boxes for N.H.L.

Carried.

Corporate : Automated Facility Management System

The total project cost in the amount of $600,000. was rejected. The total project cost in the amount of $150,000. was approved.

Equipment, Furniture and Renovations

Carried.

MOVED by Alderman Merling, seconded by Mr. Kay that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR H.E.C.F.I. BE APPROVED AS AMENDED.

MOTION CARRIED.

Management was requested to insert a "percentage" column in the consolidated summary statements which provides the percentage increase recommended for the coming year over the actual spent during the previous year.

It was noted that H.E.C.F.I.'s reserve for capital projects has been depleted and that future projects will impact upon the municipality's mill rate.

6.2 1991 - 1995 Capital Budget Programme for C.U.P.

MOVED by Alderman Merling, seconded by Mr. Kay that

THE 1991 - 1995 CAPITAL BUDGET PROGRAMME FOR C.U.P. BE APPROVED.

MOTION CARRIED.

The Director of Copps Coliseum will investigate the heating/cooling problems in Room 223 at City Hall and present a report to the next Committee meeting.

7. Other Business

Nil

8. In-Camera Motions

The following motions were carried during the In-Camera Session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 2:20 P.M.

THAT THE FOLLOWING TENDERS/CONTRACTS BE APPROVED FOR THE FRONT OF HOUSE STAGE LIGHTS AND THE HOUSE LIGHT DIMMING SYSTEM TO:

- **CANADIAN STAGING PRODUCTS - $40,150.**
- **WARD ELECTRIC LTD. - $ 9,320.**
- **SHOW-TECH INTERNATIONAL - $ 4,250.20**
- **WESTUN TORONTO INC. - $54,897.80**

and THAT THE AMOUNT OF $8,000. FOR UNION SUPPLIED LABOUR BE APPROVED; and

THAT THE TOTAL COST OF THE PROJECT IN THE AMOUNT OF $116,618. BE FUNDED FROM ACCOUNT NUMBER CF 5200 - 929051005, HAMILTON PLACE FURNITURE, EQUIPMENT AND RENOVATIONS.

THAT THE TENDER FOR REPLACEMENT OF VINYL ON THE MOVEABLE WALLS IN CHEDOKE BE TABLED UNTIL SUCH TIME AS MANAGEMENT INVESTIGATES ALTERNATIVE SOLUTIONS.

THAT THE MINUTES OF THE IN-CAMERA MEETING OF SEPTEMBER 26, 1990 BE APPROVED.

THAT CITY LINEN AND INDUSTRIAL SUPPLY BE AWARDED THE CONTRACT FOR THE SUPPLY OF ALL HAMILTON CONVENTION CENTRE LINENS ON A RENTAL BASIS FOR A PERIOD COMMENCING NOVEMBER 1, 1990 AND EXPIRING NOVEMBER 30, 1992.

THAT THE DIRECTORS' REPORTS FROM THE DIRECTOR OF COPPS COLISEUM, OPERATIONS MANAGER OF HAMILTON CONVENTION CENTRE AND ASSISTANT DIRECTOR OF HAMILTON PLACE BE RECEIVED.

THE REPORT, STATUS REPORT ON TENTATIVE HOLDS AT COPPS COLISEUM - OCTOBER, 1990 TO JANUARY, 1991 BE RECEIVED.

THAT THE OCTOBER 12, 1990 MEMORANDUM ADVISING THAT MANAGEMENT HAD NOT EXERCISED ITS OPTION TO RENEW THE CONTRACT WITH SOUTHAM AUDIO VISUAL SERVICES AND THAT A TENDER CALL WILL BE ISSUED, WAS RECEIVED.

THAT THE IN-CAMERA SESSION ADJOURN AT 3:10 P.M.

9. Date of Next Meeting

November 21, 1990
12:00 Noon
Copps Coliseum, Hamilton Room

10. Adjournment

MOVED by Mr. Levitt, seconded by Mr. DiIanni that

THE REGULAR SESSION ADJOURN AT 2:18 P.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Alderman T. Murray, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.3 Marketing and Sales Committee Sixth Report

MARKETING AND SALES COMMITTEE SIXTH REPORT OF 1990

The Marketing and Sales Committee presents its **SIXTH** Report from its meeting held November 23, 1990 and respectfully recommends the following:

1. Advertising Policy : Pixelboard Advertising

THAT THE JUNE 15, 1988 POLICY AND GUIDELINES FOR THE OPERATIONAL USE OF COPPS COLISEUM ELECTRONIC SIGNAGE BE AMENDED TO ALLOW FOR PAID ADVERTISING ON THE SIGN.

Note: Background documentation is attached.

2. Hamilton Place Subscription List

THAT THE HAMILTON PLACE SUBSCRIPTION SERIES, IN ITS CURRENT FORMAT, BE DISCONTINUED AND THE PHASING OUT PERIOD OCCUR OVER THE NEXT TWELVE (12) TO FOURTEEN (14) MONTHS; and

THAT THE DEVELOPMENT AND INTRODUCTION OF AN "ENTERTAINMENT GUIDE" TO REPLACE THE HAMILTON PLACE CALENDAR AND THE COPPS COLISEUM NEWSLETTER BE APPROVED; FUNDING TO BE ALLOCATED FROM THE ADVERTISING AND PROMOTION ACCOUNT No. 52002, OF THE MARKETING AND SALES 1991 OPERATING BUDGET.

Note: Background documetnation is attached.

The following items were received/reviewed by the Committee and are presented to the Board for information:

(i) Staff were directed to investigate and present a report on the feasibility of a "boutique" concept in either the Convention Centre or Copps Coliseum.

(ii) The Committee was informed that the inscriptions on the plaques installed on the Convention Wall of Fame were too small to read; staff were requested to review the choice of plaques currently being installed with a view to installing a larger, readable, size.

(iii) Report : Status Report on Confirmed Events/Performances at Copps Coliseum - November, 1990 to February, 1991.

Respectfully submitted,

Mrs. Mary Dow, Chairman

Patricia Bennett, Secretary

Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Cent
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/546-3000
Fax 416/522-3380

MEMO TO: **MARKETING AND SALES COMMITTEE**

FROM: Mr. Gabe Macaluso, Managing Director/CEO
Mr. Barry Snetsinger, Director of Marketing and Sales

DATE: 8 November 1990

SUBJECT: **PIXELBOARD ADVERTISING**

RECOMMENDATION:

THAT THE COMMITTEE AMEND THE JUNE 15, 1988" POLICY AND GUIDELINES FOR THE OPERATIONAL USE OF COPPS COLISEUM ELECTRONIC SIGNAGE" TO ALLOW FOR PAID ADVERTISING ON THE SIGN.

BACKGROUND

Current policy (attached) for the utilization of the pixelboard sign adjacent to Copps Coliseum at the corner of Bay and York allows for saleable advertising on the display panels only.

Recently, in discussion with Core Media, our sales agent for advertising signage, the issue of aggressively pursuing clients for the pixelboard was reviewed.

CURRENT STATUS

Ikea Canada, who will soon be opening a store in Burlington, have indicated interest, through their advertising agency, in buying time on the board.

Core Media recommends that a rate of $2,000.00 per month for one-twelfth of the display time during operating hours be established as the standard/ This translates into five seconds per minute.

Respectfully submitted,

Gabe Macaluso
MANAGING DIRECTOR/CEO

Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

June 15, 1988

POLICY AND GUIDELINES FOR THE OPERATIONAL USE OF COPPS COLISEUM ELECTRONIC SIGNAGE

1. General

The following guidelines have been developed to govern the use of electronic message centres located at the Coliseum and make specific reference to the exterior electronic signage located on the north east and north west corners of the Coliseum grounds.

Section 6 has been developed to govern the use of the message centre component of the interior scoreboard.

2. Operation

Messages will be displayed commencing at 0600 hours and will continue to 2400 hours, seven (7) days of the week, three hundred and sixty-five (365) days of the year. This will make available on a daily basis a total of eighteen (18) hours or one thousand and eighty (1,080) minutes for message display purposes.

Message duration and hourly frequency will determine the number of messages which may be displayed daily.

3. User Priority

Requests to display messages will be assessed with consideration given to the following user priority;

a) Copps Coliseum - event information
b) Hamilton Place/Hamilton Convention Centre - event information
c) The Corporation of the City of Hamilton - community programming information - as available
d) Public Service/Charitable Foundation - announcements - as available
e) Advertising, saleable time (display panels only)

4. Review Authority

All requests to display messages and the text of these same messages will be reviewed by the Director of Copps Coliseum. Messages will be displayed and authorized by the Director. In the absence of the Director, the Manager of Plant and Building Operations will act as the review authority.

5. Requests to Display Messages

All requests to display messages should be directed to the Administrative Assistant/Secretary, Copps Coliseum at 527-7900, Extension 301.

6. Interior Scoreboard

Messages will be displayed on the message centre component of the interior scoreboard during scheduled events. It is understood that at certain times during some events, the operation of the message centre will not be permitted. Sections 3, 4, and 5 are applicable to the operation of this message centre.

Hamilton
Entertainment
and Convention
Facilities Inc.

HECFI Marketing/Sales
c/o Hamilton Convention Centre
115 King Street West
Second Floor
Hamilton, Ontario L8P 4T9
Tel. 416/546-3000
Fax 416/522-3380

MEMO TO: **MARKETING AND SALES COMMITTEE**

FROM: Mr. Gabe Macaluso, Managing Director/CEO
Mr. Barry Snetsinger, Director of Marketing and Sales

DATE: 19 November 1990

SUBJECT: **HAMILTON PLACE SUBSCRIPTION LIST**

RECOMMENDATION

THAT THE MARKETING AND SALES COMMITTEE APPROVE:

1. **THE DISCONTINUATION OF THE HAMILTON PLACE SUBSCRIPTION SERIES, IN ITS CURRENT FORMAT AND THE PHASING OUT PERIOD OCCUR OVER THE NEXT TWELVE (12) TO FOURTEEN (14) MONTHS.**

2. **THE DEVELOPMENT AND INTRODUCTION OF AN "ENTERTAINMENT GUIDE", TO REPLACE THE HAMILTON PLACE CALENDAR AND THE COPPS COLISEUM NEWSLETTER; FUNDING TO COME FROM THE ADVERTISING AND PROMOTION LINE (#52001) OF THE MARKETING AND SALES 1991 OPERATING BUDGET.**

BACKGROUND

Four years ago management of the subscription list was the responsibility of a clerk in the Hamilton Place mail room. Approximately three years ago the task was transferred to the Hamilton Place clerical staff, and was assigned to Mary Murray. When Mary was moved to Copps Coliseum earlier this year she was not replaced, instead the responsibility for the subscription list was added to the existing jobs handled by Mary Webb's Marketing Services Department, and was shared, on a day-to-day basis, between Advertising and Promotion Co-ordinators Bryan Cripps and Alison Nicholson.

Other key background information:

1. The calendar is a communication tool, not a sales tool; on average it accounts for a very small percentage of overall ticket sales, estimated to be less than 10%.

2. Proper management of the subscription program requires no less than two full days per week.

3. The financial viability of the calendar is directly tied to the quality of the programming in the facility.

CURRENT STATUS

Because of the up and down nature of their workload (ie. they are very busy when a show is being promoted at Hamilton Place) Bryan Cripps, and Alison Nicholson sometimes have time to administer the details of the list, and sometimes it must, of necessity, be a lower priority. Unfortunately we get ourselves into "trouble" on those occasions when managing the affairs of the list is secondary to their primary function. Almost like clockwork when this happens the box office at Hamilton Place receives complaint calls. Usually these calls are similar in nature to what we recently experienced with the Sharon, Lois Bram show. In this instance the Hamilton Spectator mistakenly ran an ad for the show that caused us, of necessity, to open the box office in advance of the scheduled date. Not only did this create some administrative problems but more importantly it upset a considerable number of subscribers who fully expected to be given the opportunity to buy early, a privilege that they pay for.

RATIONALE

The current situation with the subscription list is not only costing us money, but increasingly it is having a detrimental impact on the credibility and reputation of Hamilton Place specifically, and HECFI in general. It is with this in mind that we believe that the ultimate fate of the overall program must be addressed:

ie. Do we want to continue with the subscription service, in its current form?

Do we want to re-introduce the service in a new, revised format?

Do we want to discontinue the service?

In order to discontinue the subscription service there are two possible courses of action:

1. Announce the discontinuation and refund the $7.50 fee to everyone on the list.

2. Effective immediately refuse to accept renewals or new names.

In our view option #1 would be a difficult, complex and time consuming operation. Therefore, we have recommended that in order to discontinue the program in an orderly, organized and systematic manner we proceed with option #2.

Proceeding with option #2 will take approximately 14 months to complete the process of working our way out of the list. In other words, regardless of whether or not we decide to continue or to discontinue the subscription service, we still will have to deal with the clerical responsibilities for at least the next year.

SUMMARY CONCLUSION

A performing arts calendar is the tried and true method by which the industry communicates with its patrons. Inclusion on the mailing list "guarantees" a chance at getting the best seat in the house. Based on this premise patrons are prepared to pay a yearly fee, in our case $8.00 (incl. G.S.T.). However, at this time, we cannot guarantee priority seating for many of the events which take place in the building because the Philharmonic, the Bach Elgar Choir, Opera Hamilton, Theatre Aquarius, and the Geritol Follies all take individual responsibility for their ticketing, and have guaranteed their own subscribers priority seating.

Calendars work when programming works....it may seem obvious but when the facility is well programmed the calendar is a successful tool; when programming is poor the calendar suffers. As the quantity and quality of Hamilton Place programming has slipped, so has the number of subscribers. As the subscriptions drop off promoters and producers find the calendar less and less important as a marketing tool and are less and less concerned about using it or making publication deadlines. This compounds the problem and further reduces it's relevance.

We believe the downward trend in quality, coupled with the expense and problems associated with the administration of the subscription service, clearly indicate that in its current format it should be terminated.

Respectfully submitted,

Mr. Gabe Macaluso
MANAGING DIRECTOR/CEO

Mr. Barry Snetsinger
DIRECTOR OF MARKETING AND SALES

Copps Coliseum
Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

REPORT TO MARKETING AND SALES COMMITTEE

REPORT TO: Marketing and Sales Committee
Attn: Ms. Pat Bennett, Legislative Assistant

FROM: Mr. Barry Snetsinger
Director of Marketing and Sales, HECFI

COPY TO: Ms. Leslee Stewart, Sales Executive, Copps Coliseum

DATE: 12 November 1990

RE: **STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - NOVEMBER, 1990 TO FEBRUARY, 1991**

November, 1990

10 Confirmed Events/Performances

1. **Dukes vs. Niagara Falls**
   :November 1

2. **Dukes vs. Detroit**
   :November 3

3. **Hamilton International Auto Show**
   :November 8 - 11

4. **Dukes vs. London**
   :November 15

5. **Dukes vs. Windsor**
   :November 18

6. **Dukes vs. Kitchener**
   :November 22

7. **Dukes vs. Owen Sound**
   :November 29

December, 1990

6 Confirmed Events

1. Dukes vs. Niagara Falls
:December 2

2. Dukes vs. Kitchener
:December 9

3. Dukes vs. London
:December 13

4. Dukes vs. Niagara Falls
:December 16

5. Dukes vs. Owen Sound
:December 20

6. Harlem Globetrotters
:December 26

January, 1991

14 Confirmed Events

1. Dukes vs. North Bay
:January 3

2. Dukes vs. Windsor
:January 5

3. Dukes vs. Niagara Falls
:January 8

4. 1991 Hamilton Spectator Indoor Games
:January 11

5. Dukes vs. Peterborough
:January 12

6. Landscape Ontario Convention
:January 15, 16, 17

7. Dukes vs. Kitchener
:January 20

8. Dukes vs. Owen Sound
:January 24

9. "WWF" Wrestling
January 25

10. Winterfest '91
:January 26

11. Dukes vs. Sault Ste. Marie
:January 26

12. Dukes vs. London
:January 31

February, 1991

11 Confirmed Events

1. Dukes vs. Detroit
:February 3

2. Hamilton Boat and Sportsmen's Show
:February 7 - 10

3. Hamilton Travelcamping Show
:February 14 - 17

4. Dukes vs. Kitchener
:February 21

5. Dukes vs. Sault Ste. Marie
:February 23

Barry Shetsinger
DIRECTOR OF MARKETING AND SALES

HAMILTON
PLACE
THEATRE

Box 2080, Station A
Hamilton, Ontario
Canada L8N 3Y7
Tel. 416/525-3100

There are no confirmed upcoming Promotion/Co-Promotions for Hamilton Place

November 15, 1990

Committee Reports/Minutes

5.3.1 Marketing and Sales Committee Minutes of October 26, 1990

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

MARKETING AND SALES COMMITTEE

Friday, October 26, 1990
8:00 A.M.
Hamilton Place Board Room

REGULAR MINUTES

PRESENT:	Mrs. M. Dow, Chairman
	Mr. M. Ryder, Vice-Chairman
	Alderman D. Drury
	Alderman D. Agostino
	Mr. W. Tidball
ALSO PRESENT:	Mr. G. Macaluso
	Mr. B. Snetsinger
	Mr. R. Ellison
	Mr. R. DiFilippo
REGRETS:	Mayor R. Morrow
	Alderman J. Gallagher

1. Chairman's Remarks

Mrs. Dow opened the meeting at 8:10 a.m. by welcoming everyone to the meeting and to express her enthusiasm at learning of the NHL Board of Governors' Finance Committee site inspection of Copps Coliseum. The CEO advised that the NHL VP of Finance will be meeting with consultant Gerry Patterson to work out the details of the visit. The CEO pointed out that it is likely all of the cities who have tendered bids and who have facilities will be visited by the NHL.

2. Correspondence

MOVED by Mr. Ryder, seconded by Mr. Tidball that

THE ITEMS OF CORRESPONDENCE INCLUDED AS ATTACHMENT 2 OF THE AGENDA BE RECEIVED.

MOTION CARRIED.

Alderman Drury queried whether the concerns raised by the organizers of the Junior Achievement Governor's Dinner are being addressed. Management advised that the Operations Committee had directed the CEO to review the issue with staff and to present a report to the next Committee meeting. It was agreed that, as well, the report will be presented to the Marketing and Sales Committee.

3. Minutes of Regular Session September 28, 1990

MOVED by Alderman Agostino, seconded by Alderman Drury that

THE MINUTES OF THE REGULAR SESSION OF THE SEPTEMBER 28, 1990 MEETING BE APPROVED.

MOTION CARRIED.

4. Business Arising From the Minutes

4.1 Report : Comparison of Facility Costs : Ontario Performing Arts Theatres

During review of the October 18th report submitted by Mr. Burrows, the pros and cons of "house programmes" were discussed. It was suggested that a charge could be levied for the programmes; and/or that corporate sponsors could be engaged. The CEO pointed out that production costs for 1990 will be approximately $73,000; that the issue will be addressed in the 1991 Marketing Plan. It was

MOVED by Mr. Ryder, seconded by Alderman Drury that

THE REPORT, COMPARISON OF FACILITY COSTS : ONTARIO PERFORMING ARTS THEATRES, BE RECEIVED; and

THAT MR. BURROWS BE DIRECTED TO PURSUE THE ATTAINMENT OF THE ACTUAL SETTLEMENT FIGURES FOR SELECTED ATTRACTIONS FEATURED IN AT LEAST THREE OF THE SIX THEATRES DURING THE SAME FISCAL YEAR, AS OUTLINED IN THE OCTOBER 18TH REPORT.

MOTION CARRIED.

The CEO pointed out that presently, H.E.C.F.I. employs three full time people (one employee at Copps Coliseum, two at Hamilton Place) to perform advertising and marketing services to promoters, free of charge. These employees are overseen by a Marketing Services Manager. Management has noted that other like facilities charge for this service and in addressing the issue, has requested the advertising agency, Torsney, Barrett, Robert to assess the service and to consider encompassing this aspect in its service to H.E.C.F.I.

Among the duties of the Marketing Services Department is the subscription mailing list which the Director of Marketing and Sales stated was not a selling or marketing tool but perhaps, was an information piece. The feasibility of abolishing the mailing list either totally or by phasing it out was discussed and it was

MOVED by Alderman Drury, seconded by Mr. Ryder that

MANAGEMENT BE DIRECTED TO PRESENT A REPORT TO THE NEXT MARKETING AND SALES COMMITTEE MEETING WHICH PROVIDES AN OVERVIEW OF THE CURRENT HOUSE PROGRAMMES AND SUBSCRIPTION MAILING LIST FUNCTIONS, INCLUDING COSTS (staff time included); ALTERNATIVE SERVICES; BENEFITS; and THE FEASIBILITY/COST EFFECTIVENESS OF TENDERING THE SERVICE(S) TO OUTSIDE AGENCIES.

MOTION CARRIED.

4.2 Board/Committees Budget Breakdown

The Board reviewed management's October 4th report containing the Board/Committees Budget Breakdown. Results of the review are as follows:

- the CEO informed the Board that the annual H.E.C.F.I. Christmas Party will not be subsidized this year (as a result of the cutbacks and keeping in mind that the Board had subsidized a staff reception in recognition of staff's contribution towards the success of CSAE). The CEO has approved that the 1990 event therefore be held at the Convention Centre; staff will pay for food at cost and serve themselves. The Committee suggested that Board Members serve staff at this event; the CEO to advise the convenor;

- Suggestion : reduce the Entertainment, Meetings and Receptions budget line from $10,000. to $5,000 and that ticket purchases be limited to one table of ten;

- Suggestion : in an attempt to save on mailing/courier charges, that mailings to the Board be limited to one per week; to be coordinated by the Secretary to the Board; as well, consider the use of electronic mail which may cut down on the amount of mail being generated;

- It was clarified that the cost of citizen Board Member parking is $75. for each Member, per month and it was agreed that a more cost efficient method (i.e. parking coupons) would be more appropriate. Those Citizen Members present commented that their individual use of the parking passes was not sufficient to justify the cost involved. It was noted that there is a lengthy waiting list for monthly parking and it was

  MOVED by Mr. Tidball, seconded by Mr. Ryder that

  IN LIEU OF MONTHLY PARKING PASSES, AN ALTERNATE METHOD OF REIMBURSEMENT OF PARKING COSTS INCURRED BY CITIZEN BOARD MEMBERS BE ADOPTED.

  MOTION CARRIED.

It was suggested that Board Members could either be provided with a number of parking coupons which can be used as required (and replenished by H.E.C.F.I. when required) or to return to the system of obtaining an endorsement on the individual parking chits.

The CEO noted that an overall 10% reduction to this budget line will be accomplished during the 1991 budget process.

5. Reports

5.1 Future Confirmed Events/Bookings

MOVED by Mr. Tidball, seconded by Mr. Ryder that

THE REPORT, STATUS REPORT ON CONFIRMED EVENTS/PERFORMANCES AT COPPS COLISEUM - OCTOBER, 1990 TO JANUARY, 1991 BE RECEIVED.

MOTION CARRIED.

6. New Business

6.1 Budget Workshop : Marketing and Sales

It was agreed that the Budget Workshop will be scheduled to take place following the next Marketing and Sales Committee meeting scheduled to take place Friday, November 23, 1990.

6.2 Ontario Liberal Leadership Convention

Following a brief discussion, it was agreed that the Director of Marketing and Sales will join the City and Regional bid committee in its efforts to attract the Leadership Convention to Hamilton.

7. Other Business

Nil

8. In-Camera Motions

The following motions were carried during the In-Camera session:

THAT THE IN-CAMERA SESSION BE CONVENED AT 9:38 A.M.

THAT THE MINUTES OF THE IN-CAMERA MEETING OF SEPTEMBER 28, 1990 BE APPROVED.

THAT THE REPORT FROM THE DIRECTOR OF MARKETING AND SALES - SEPTEMBER, 1990 BE RECEIVED.

THAT THE SALES REPORT - HAMILTON CONVENTION CENTRE, SEPTEMBER, 1990 BE RECEIVED.

THAT THE REPORT, FUTURE UNCONFIRMED EVENTS/BOOKINGS BE RECEIVED.

THAT THE IN-CAMERA SESSION BE ADJOURNED AT 10:45 A.M.

9. Date of Next Meeting.

Friday, November 23, 1990
8:00 A.M.
Hamilton Convention Centre
Room 206

10. Adjournment

MOVED by Mr. Ryder, seconded by Alderman Agostino that

THE MEETING BE ADJOURNED AT 9:37 A.M.

MOTION CARRIED.

TAKEN AS READ AND APPROVED

_____
Mrs. Mary Dow, Chairman

_____
Patricia Bennett, Secretary

Committee Reports/Minutes

5.4 Hamilton Place Task Force Eleventh, Twelfth and Thirteenth Reports

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and Convention
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REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF NOVEMBER 13, 1990

The Hamilton Place Task Force presents its **ELEVENTH** Report and respectfully submits the following for information:

1.1 **Business Arising from Minutes - Draft Report - Hamilton Place Task Force**

The Committee continued to review and discuss the contents of the final report. Members agreed that the final report should be by consensus.

1.2 **Business Arising from Minutes - Analysis of Variable and Fixed Costs - Hamilton Place**

The Committee received an information report (herein attached as **Schedule "A"**) from Mr. John A. Leuser, C.A., Director of Finance and Administration, dated November 9, 1990, on variable and fixed costs of Hamilton Place.

2.1 **Other Business - Correspondence Received**

Correspondence from Mr. Gabe Macaluso, Managing Director/CEO dated November 5, 1990 was received as information (herein attached as **Schedule "B"**).

2.2 **Other Business - Correspondence Received**

The Task Force received correspondence from Mr. C. Renaud, Financial Secretary of the International Alliance of Theatrical Stage Employees, Local 129, herein attached as **Schedule "C"**.

3. **Date of Next Meeting**

The Committee will meet Monday, November 26, 1990 at 3:00 p.m.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard" per JMills

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

JMills

JOAN MILLS
TASK FORCE SECRETARY

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FOR INFORMATION

MEMO TO: **HAMILTON PLACE TASK FORCE**

FROM: Mr. John A. Leuser, C.A.
Director of Finance
and Administration

DATE: November 9, 1990

SUBJECT: **ANALYSIS OF VARIABLE AND FIXED COSTS - HAMILTON PLACE THEATRE**

RECOMMENDATION

That the report on the analysis of variable and fixed costs of Hamilton Place Theatre be received for information.

BACKGROUND

The Hamilton Place Task Force at its meeting on July 24, 1990 requested a report on fixed and variable costs related to the operation of Hamilton Place Theatre.

Attached on Schedule 1 is an analysis of variable and fixed costs for Hamilton Place Theatre. In preparing this report, I attempted to quantify all costs related to the operation of Hamilton Place Theatre. In doing so, costs related to the Corporate Department and the Central Utilities Plant were included in this analysis as chargebacks to Hamilton Place Theatre since these two departments provide the following essential services to Hamilton Place Theatre:

- marketing;
- box office;
- financial and accounting;
- administration; and
- energy

The following should be noted in respect of the attached analysis:

(1) C.U.P. costs have been included in the analysis as follows:

Variable Costs - Energy Bill	$235,770
Fixed Costs - Overhead	150,770
	$386,540

Although these costs are not currently charged back to HECFI, they are incurred by the Corporation of the City of Hamilton on behalf of Hamilton Place Theatre.

...2

(2) Total variable costs, including the C.U.P. energy bill, represent 92.7% of total revenue. The remainder of only 7.3% represents an earned contribution margin towards fixed costs.

(3) Annual fixed costs, including C.U.P. overhead costs, are $1,936,021 or $5,304 on a per calendar day basis.

(4) The excess of expenditures over revenue from operations on an annual basis is $1,801,299 or $4,935 on a per calendar day basis. This relates to the two venues - the Great Hall and the Studio Theatre. Please note that our accounting system does not separately track and accumulate expenses for each of these two venues. However, a possible method of allocating costs to these two venues may be on the basis of seating capacity--Great Hall (2,191 seats) and Studio Theatre (327 seats). Based on such an allocation method, the excess of expenditures over revenue from operations would be distributed as follows:

	Excess of Expenditures Over Revenue From Operations	
	Annual Basis	Per Calendar Day Basis
Great Hall	$1,567,130	$4,293
Studio Theatre	234,169	642
	$1,801,299	$4,935

If one assumes a reasonable level of activity for both venues of approximately 220 event days, (which approximates activity levels in 1989) then the licence fees or rent charged for each venue would need to increase as follows in order for Hamilton Place Theatre to break-even.

	Licence Fee Increase Per Event Day
Great Hall	$7,123
Studio Theatre	1,064

Currently, the 1990 rates per performance for the Arts Groups are:

Great Hall - Forestage	$1,925 (flat rate)
Great Hall - Main Stage	2,310 (flat rate)
Studio Theatre	420 (flat rate)

Commercial rates for other organizations involving the Great Hall are:

Forestage	$1,925 or 11% of gross ticket sales, net of C.I.F.
Main Stage	2,310 or 11% of gross ticket sales, net of C.I.F.

John A. Leuser

Mr. John A. Leuser, C.A.
Director of Finance
and Administration

/dcr

Attachment

SCHEDULE 1

HAMILTON PLACE THEATRE (H.P.T.)
ANALYSIS OF VARIABLE & FIXED COSTS

1990 BUDGET ESTIMATES

	HAMILTON PLACE THEATRE	ALLOCATION FOR CORPORATE	C.U.P.	TOTAL	AS A % OF BUDGET ESTIMATES
REVENUE	$1,618,910	$235,966	--------	$1,854,876	100.0%
LESS VARIABLE COSTS:					
H.P.T. see attached detail	1,353,900	--------	--------	1,353,900	73.0%
Box Office	--------	130,484	--------	130,484	7.0%
CUP - Energy Bill		--------	235,770	235,770	12.7%
	$1,353,900	$130,484	$235,770	$1,720,154	92.7%
Contribution Margin Earned Towards Fixed Costs	265,010	105,482	<235,770>	134,722	7.3%
					Fixed Costs per Calendar Day
FIXED COSTS:					
H.P.T. see attached detail	939,320	--------	--------	939,320	$2,573
CORPORATE					
Marketing/Sales	--------	411,340	--------	411,340	1,127
CEO's office	--------	63,837	--------	63,837	175
Board/Committees	--------	58,047	--------	58,047	159
Finance and Administration	--------	209,723	--------	209,723	575
Box Office	--------	102,984	--------	102,984	282
CUP - Overhead	--------	--------	150,770	150,770	413
	939,320	845,931	150,770	1,936,021	5,304
EXCESS OF EXPENDITURES OVER REVENUE FROM OPERATIONS	$ 674,310	$740,449	$386,540	$1,801,299	$4,935

The following should be noted in respect of the above analysis:

1. Central Utilities Plant (CUP) charges in the amount of $386,540 have been included in the analysis since they are incurred by the Corporation of the City of Hamilton on behalf of Hamilton Place Theatre.

2. The next Corporate cost allocation from HECFI is $740,449. The basis of allocating these costs were the following:

   - Box Office charges were allocated between Hamilton Place Theatre and Copps Coliseum in relative proportion to each facility's earned share of total Box Office Fee revenue; and

   - the costs associated with Marketing and Sales, the CEO's office, the Board/Committees and the Finance and Administration Department were allocated on the basis of one third.

3. The Corporate revenue allocation of $235,966 is comprised of the facility's share of:

   - Box Office Fees earned
   - Interest earned
   - Unredeemed gift certificates
   - Retail Sales Tax Commission

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November 5, 1990

Chairman and Members
Hamilton Place Task Force

Dear Chairman and Members:

In reply to your correspondence dated October 25, 1990, the target date of mid to late November, 1990, for delivery of the final report of the Task Force is satisfactory.

Yours sincerely,

Gabe Macaluso

Gabe Macaluso
Managing Director/CEO

attach.
c.c. Alderman John Gallagher
Chairman, HECFI Board

EXPERTS IN STAGECRAFT

INTERNATIONAL ALLIANCE

TECHNICAL ADVICE AVAILABLE ON STAGE LIGHTING · MAINTENANCE FULL STAGE OPERATION · ETC.

Theatrical Stage Employees

LOCAL 129

P.O. BOX 398, HAMILTON, ONTARIO, CANADA

HAMILTON & DISTRICT LABOUR COUNCIL · C.L.C. — A.F.L. · C.I.O

Mr. Paul Jaggard
Chairman
H.P. Task Force

Responding to your verbal request, Local 129 I.A.T.S.E. will be pleased to Co-operate with the Task Force.

Please forward a written invitation to attend, to Mr. D. Munn, President Local 129 outlining the areas you wish to discuss.

C. Renaud

Financial Secretary
Local 129

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and Convention
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Fax 416/527-6856

REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF NOVEMBER 26, 1990

The Hamilton Place Task Force presents its **TWELFTH** Report and respectfully submits the following for information:

1. **Minutes of Previous Meetings - November 6, November 13, 1990**

   The Minutes of the Regular Meetings of the Hamilton Place Task Force held on November 6, and November 13, 1990 are attached for information as **Schedule "A"**.

2. **Business Arising from Minutes - Draft Report - Hamilton Place Task Force**

   The Committee continued to discuss the contents of the final report. A proposed timetable for the release of the report was discussed with the HECFI Board receiving the report December 14, 1990; release to media December 17, 1990; with a press conference scheduled for December 18, 1990.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard" per J. Mills

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

J. Mills

JOAN MILLS
TASK FORCE SECRETARY

Attachment

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force Meetings of November 6, November 13, 1990

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Tuesday, November 6, 1990
3:00 p.m.
Hamilton Place, Piano Nobile

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. G. Davis, Regional Finance
Mr. P. Mandia, Theatre Aquarius

ALSO PRESENT: Mr. G. Macaluso, Managing Director/CEO
Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. Hamilton, Geritol Follies
Mr. J. Hammond, Hamilton and Region Arts Council

GUEST: Ms. Carmen Nemeth, Citizen Member,
Arts Advisory Sub-Committee
Mr. Bill Powell, Creative Arts Inc.

MEDIA: Ms. Barbara Brown, The Hamilton Spectator

1. Chairman's Remarks

The meeting was called to order and commenced at 3:20 p.m.

2. Minutes of Previous Meetings -
October 10, October 17, October 24, 1990

It was

MOVED by Mr. Holgersen, seconded by Ms. York

THAT THE HAMILTON PLACE TASK FORCE MINUTES OF ITS REGULAR MEETINGS ON OCTOBER 10, 1990, OCTOBER 17, 1990 AND OCTOBER 24, 1990 BE APPROVED.

MOTION CARRIED.

Mr. Renaud, in reference to the October 10, 1990 Regular Minutes, Page 2, second to last paragraph relative to rental

rates for the Studio Theatre, denied that he stated that the Studio Theatre should be provided for free. The Chairman and other members specifically recalled Mr. Renaud's statement and the minutes were not amended.

Mr. Renaud, in reference to the October 24, 1990 Regular Minutes, Page 1, first paragraph relative to the Task Force final report reflecting the opinions of the majority of the Task Force members with opposition being recorded, stated that the report should reflect the views of all members. The Chairman again stated that opposing views will be noted and recorded.

3. Business Arising from Minutes - Draft Report

The Chairman indicated that the Task Force Final Report will not entertain minority reports as it would be destructive. The Chairman reminded the members that section ten of the draft report deals with funding of the arts relative to Hamilton Place only.

Handouts such as another draft of the report, listing of membership of the Hamilton Place Committee, a draft financial spreadsheet from Mr. Davis relative to Regional Funding History, and a schedule from Ms. Cheryl York reflecting grants funding to performing arts organizations 1974-1989, were received by the Committee.

Ms. York will obtain separate figures relative to festivals and include separately in schedule.

Mr. Macaluso arrived at 3:40 p.m.

The Chairman read Mr. Tidball's faxed revision to the draft report relative to Historical Perspective and as it did not differ significantly from that submitted by the Chair, the Committee supported the Chair.

The Committee continued to review the draft report, implementing revisions were applicable.

It was agreed that programming is not only choosing right acts but also building an audience, and the market has changed.

Ms. Susan Worthington left at 4:35 p.m.
All guests left at 4:30 p.m.

On the topic of event charges, IATSE stagehands charges were discussed. Questions were asked by members relative to hours of work, manning policies, etc. It was suggested that arts groups should have input on contract negotiations. Mr. Macaluso briefly explained the three contracts with IATSE Local 129 across HECFI.

Ms. York left the meeting at 5:00 p.m.

4. Other Business - Correspondence Received

The Chairman referred to a letter addressed to him dated November 2, 1990 from Lynn Dale, Secretary, Arts Advisory Sub-Committee, which stated that the Arts Advisory Sub-Committee at its meeting held November 1, 1990 approved the following recommendation: "That the Arts Advisory Sub-Committee notify the Hamilton Place Task Force that the Arts Advisory Sub-Committee intends to present a position paper." Mr. Mandia advised that the position paper will be submitted to the Task Force.

5. Date of Next Meeting

The Committee agreed to meet Tuesday, November 13, 1990 at 3:00 p.m.

6. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Renaud

THAT THE MEETING BE ADJOURNED. (5:20 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Tuesday, November 13, 1990
3:00 p.m.
Hamilton Place, Meeting Room #1

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. P. Mandia, Theatre Aquarius
Ms. C. Hamilton, Geritol Follies
Mr. J. Hammond, Hamilton and Region Arts Council

ALSO PRESENT: Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)
Mr. G. Davis, Regional Finance

GUESTS: Ms. C. Nemeth, Citizen Member,
Arts Advisory Sub-Committee
Ms. L. Robinson, Hamilton and Region Arts Council
Mr. S. Taylor, Pres., Hamilton Musicians Guild

1. Chairman's Remarks

The meeting was called to order and commenced at 3:10 p.m.

2.1 Business Arising from Minutes -
Draft Report

The Chairman suggested that the Committee discuss the process that should be followed in order that the membership may indicate their approval for the final report and he then opened the floor for discussion. The following motion was defeated on a vote of 4-3, and put forward by Ms. York, seconded by Mr. Tidball: that the Task Force seek approval of the final report section by section. Members expressed that the final report should be approved by the majority of the members. Mr. Hammond stated that Hamilton and Region Arts Council is on record as opposing market rates but had no intention of weakening the impact of the report. It was felt that the section on rental rates in the report could state that it was not unanimously approved. Ms. York clarified her intent of her motion, stating

that the final result will be an endorsed document however the draft should be approved section by section as the members move through the report. All agreed that Sections 1-6 met approval of the members with the exception of Section 3.

The Chairman indicated that the Committee was in receipt of the third draft report. The Secretary had been previously instructed to abstain from circulating the drafts of the report as it was still evolving and changing. Mr. Renaud stated that he had told the Arts Advisory Sub-Committee that he was eighty percent in favour of the draft, but that the Sub-Committee had a comment on one sentence in the Mandate. The Chairman suggested that the Arts Advisory Sub-Committee write to him. Mr. Renaud said that the Sub-Committee is attempting to write in order to voice its support of the Task Force.

Relative to the question of minority reports, the following motion was made by Mr. Hammond, seconded by Mr. Renaud, and subsequently withdrawn: that descending reports be expressed and included in the body of the final report of the Task Force.

Members felt that the final report should be solid, by consensus. Mr. Tidball agreed that entertaining a minority report in the body of the final report would weaken it.

The Committee then continued to review the draft report. Lengthy discussions ensued respecting reporting processes and authority outlined in draft recommendations.

Ms. D. Nemeth, guest, left the meeting at 4:20 p.m.
Mr. S. Taylor, guest, left the meeting at 4:30 p.m.
Ms. Susan Worthington, representative from Bach Elgar Choir, arrived at 4:35 p.m.

Discussion continued relative to programming. In response to a question, Mr. Leuser advised that events at Hamilton Place were booked and determined solely by the General Manager and that he had set his budget, and established an annual plan.

Ms. L. Robinson, guest, left the meeting at 4:50 p.m.

Mr. Leuser commented on the revisions he had provided the Chairman respecting financial results and allocation of HECFI charges.

Ms. S. Worthington, representative, left the meeting at 4:55 p.m.

The Task Force then focused on event charges and IATSE issues in the draft report. Mr. Renaud stated that he felt that the Task Force should not get involved with this issue as there are contracts signed, and suggested that arts groups sit down with management prior to contract negotiations and discuss issues. The Chairman felt that since the stagehand costs represent the largest component of event charges, it is most appropriate to include the issue in the report.

Mr. Holgersen, representative, left the meeting at 5:05 p.m.
Ms. York, representative, left the meeting at 5:05 p.m.

It was suggested that users of Hamilton Place discuss issues with management prior to IATSE contract negotiations, every three years. Mr. Renaud will review IATSE issues and event charges in report for next meeting.

The Chairman asked that the draft report remain confidential. Mr. Renaud assured the Committee that he would not give it out but merely review it.

2.2 Business Arising from Minutes - Analysis of Variable and Fixed Costs - Hamilton Place Theatre

The Task Force received an information report from Mr. John A. Leuser, Director of Finance and Administration, dated November 9, 1990, on the variable and fixed costs of Hamilton Place.

3.1 Other Business - Correspondence Received

The Task Force received correspondence from Mr. Gabe Macaluso, Managing Director/CEO dated November 5, 1990 which replied to theirs of October 25, 1990. The correspondence stated that the target date of mid to late November, 1990 for delivery of the final report of the Task Force was satisfactory.

3.2 Other Business - Correspondence Received

The Task Force received correspondence from Mr. Chuck Renaud, Financial Secretary of the International Alliance of Theatrical Stage Employees, Local 129, stating that IATSE would be pleased to co-operate with the Task Force and requesting a written invitation to attend, outlining the areas to be discussed. To this, the Chairman stated that IATSE would not be invited to attend but was welcome to provide a written submission to the Task Force.

4. Date of Next Meeting

The Committee agreed to meet Monday, November 26, 1990 at 3:00 p.m.

5. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Hammond

THAT THE MEETING BE ADJOURNED. (5:15 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

_____
Paul R. Jaggard, C.A., Chairman

_____
Joan Mills, Secretary

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REPORT TO THE HECFI BOARD OF DIRECTORS OF THE HAMILTON PLACE TASK FORCE MEETING OF DECEMBER 12, 1990

The Hamilton Place Task Force presents its **THIRTEENTH** Report and respectfully recommends the following:

1. **Minutes of Previous Meetings - October 31, November 26, 1990**

That the Minutes of the Regular Meetings of the Hamilton Place Task Force held on October 31, and November 26, 1990 be approved (attached herein as **Schedule "A"**).

Note: Also attached are unapproved Regular Minutes of the meeting on December 12, 1990.

RESPECTFULLY SUBMITTED

"Paul R. Jaggard"

PAUL R. JAGGARD, C.A., CHAIRMAN
HAMILTON PLACE TASK FORCE

J Mills

JOAN MILLS
TASK FORCE SECRETARY

Attachment

Hamilton Place Task Force

Subject: Minutes of the Hamilton Place Task Force Meetings of October 31, November 26, 1990

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, October 31, 1990
3:00 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT:	Mr. P. Jaggard, Chairman (Opera Hamilton)
	Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
	Ms. C. York, Culture and Recreation
	Mr. C. Renaud, Arts Advisory Sub-Committee
	Mr. J. Holgersen, Hamilton Philharmonic Orchestra
	Ms. S. Worthington, Bach Elgar Choir
	Mr. G. Davis, Regional Finance
	Ms. C. Hamilton, Geritol Follies
	Mr. J. Hammond, Hamilton and Region Arts Council
	Mr. P. Mandia, Theatre Aquarius
ALSO PRESENT:	Mr. J. Leuser, Director of Finance & Admin.
	Mr. R. DiFilippo, Comptroller
	Ms. J. Mills, Task Force Secretary
REGRETS:	Ald. H. Merling (on City business)
GUEST:	Ms. L. Robinson, Hamilton and Region Arts Council
MEDIA:	Mr. Alan Wither, CKOC 1150

1. Chairman's Remarks

The meeting was called to order and commenced at 3:20 p.m.

2. Business Arising from Minutes - Index for Report

The Committee continued to discuss the contents of the final report.

Draft handouts entitled Exhibit 2.8 and 2.9 which reflected municipal funding for the arts was disscussed and Ms. Cheryl York was requested to compile the total grants to performing arts organizations from 1974 to 1989 to be included in the draft Exhibit 2.9. The Chairman also requested Mr. Gerry Davis to go back to 1973 and investigate totals of funding for the arts.

Editing of the draft report continued. The Secretary was requested to provide a listing of the members that are on the Hamilton Place Committee for the next meeting.

3. Other Business

nil

4. Date of Next Meeting

The Committee agreed to meet Tuesday, November 6, 1990 at 3:00 p.m.

5. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Davis

THAT THE MEETING BE ADJOURNED. (5:05 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Monday, November 26, 1990
3:00 p.m.
Hamilton Place, Meeting Room #1

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Ms. S. Worthington, Bach Elgar Choir
Mr. P. Mandia, Theatre Aquarius
Mr. J. Hammond, Hamilton and Region Arts Council

ALSO PRESENT: Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ald. H. Merling (on City business)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ms. C. Hamilton, Geritol Follies

GUESTS: Ms. L. Robinson, Hamilton and Region Arts Council
Mr. D. Munn, I.A.T.S.E. Local 129
Mr. D. Stewart, I.A.T.S.E. Local 129

1. Chairman's Remarks

The meeting was called to order and commenced at 3:30 p.m.

2. Minutes of Previous Meetings

It was

MOVED by Mr. Mandia, seconded by Mr. Hammond

THAT THE REGULAR MINUTES OF THE HAMILTON PLACE TASK FORCE OF ITS MEETINGS ON NOVEMBER 6 AND NOVEMBER 13, 1990 BE APPROVED.

MOTION CARRIED.

3. Business Arising from Minutes -
Draft Report

The Chairman referred to an article in the November issue of "Hamilton" magazine which interviewed Mr. Jim Skarratt on his views re Hamilton Place, and he then asked the members to consider whether it should be included in the Hamilton Place

Task Force Final Report. The Chairman continued to outline amendments to the draft report.

The Secretary was requested to distribute to the members Mr. Ryder's report and the magazine article re Mr. J. Skarratt.

Messrs. Holgersen and Davis left at 3:55 p.m.

The Chairman outlined the paragraphs respecting IATSE charges for the Committee. The Secretary advised the Chairman that the Managing Director/CEO has responded to the earlier suggestion from the Committee, and has requested that a letter be sent to major users of the Great Hall, inviting them to meet prior to the next set of negotiations re IATSE Local 129.

A lengthy discussion commenced regarding the economic impact of the arts. Reference was made to Mr. M. Ryder's report which referred to the economic impact of an NHL franchise in Hamilton. Mr. Leuser offered a more current quote on economic impact from Mr. Ryder re NHL. Mr. Leuser was asked to obtain a current report from Mr. Ryder if possible. Some members felt that there should not be reference in the Task Force Report to sports as a comparison with the arts relative to economic impact.

The Chairman indicated that he would prepare an Executive Summary and a Summary of Recommendations, and requested that the members review the report and contact him regarding contents, etc. this week.

Mr. Munn, guest, left the meeting at 4:15 p.m.

A proposed timetable for the release of the Hamilton Place Task Force Final Report was discussed. Members of the Committee were insistent that the HECFI Board of Directors receive the Final Report first, and December 14, 1990, was targeted for distribution to the HECFI Board. Proposed release to the media, i.e. CHCH, CKOC, CHML and The Spectator, was targeted for December 17, 1990 with a press conference December 18, 1990. Final editing of the Report was to be done by Messrs. Tidball, Hammond and Jaggard.

Ms. York left the meeting at 5:05 p.m.

The Chairman gave permission to Mr. Renaud to circulate the draft report at a meeting of the Arts Advisory Sub-Committee for discussion purposes, as long as the copies of the draft report were not left with the members.

4. Other Business

nil

5. Date of Next Meeting

The date of the next meeting was not discussed.

6. Adjournment

It was

MOVED by Mr. Mandia, seconded by Mr. Hammond

THAT THE MEETING BE ADJOURNED. (5:15 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

THE HAMILTON ENTERTAINMENT AND
CONVENTION FACILITIES INC.

HAMILTON PLACE TASK FORCE

Wednesday, December 12, 1990
3:00 p.m.
Hamilton Place Board Room

REGULAR SESSION

PRESENT: Mr. P. Jaggard, Chairman (Opera Hamilton)
Mr. Wm. Tidball, Vice-Chairman (HECFI Board)
Ald. H. Merling, HP Chairman, (HECFI Board)
Ms. C. York, Culture and Recreation
Mr. C. Renaud, Arts Advisory Sub-Committee
Mr. J. Holgersen, Hamilton Philharmonic Orchestra
Mr. G. Davis, Regional Finance
Ms. L. Robinson, designate, Hamilton and Region Arts Council

ALSO PRESENT: Mr. J. Leuser, Director of Finance & Admin.
Ms. J. Mills, Task Force Secretary

REGRETS: Ms. C. Hamilton, Geritol Follies
Ms. S. Worthington, Bach Elgar Choir
Mr. P. Mandia, Theatre Aquarius
Mr. J. Hammond, Hamilton and Region Arts Council

GUESTS: Ald. V. Formosi, Ward 6

1. Chairman's Remarks

The meeting was called to order and commenced at 3:10 p.m. Aldermen Merling and Formosi entered the meeting at 3:15 p.m.

The Chairman wished to proceed with the in-camera session.

2. Motion to Move In-Camera

It was

MOVED by Mr. Tidball, seconded by Mr. Holgersen

THAT THE MEETING MOVE INTO IN-CAMERA. (3:15 p.m.)

MOTION CARRIED.

TAKEN AS READ AND APPROVED:

Paul R. Jaggard, C.A., Chairman

Joan Mills, Secretary

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